

ANNUAL REPORT AND  
FINANCIAL STATEMENTS

2019

BECAUSE  
CHILDHOOD  
LASTS  
A LIFETIME



  
Barnardos



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**We're for children.  
We always see hope.  
We believe in  
children's rights.  
We value and respect each  
other. We're efficient and  
transparent in our work.  
We believe in effective  
partnership.**



# 2019 AT A GLANCE



## OUR MISSION

is to transform the lives of vulnerable children affected by adverse childhood experiences



Age range of children

34%

39%

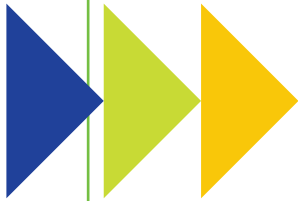
27%



Who did we help in 2019?

**21,168**

children & families in 41 centres



## HOW WE WORK

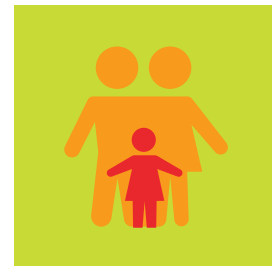
**with children**

building resilience



**with families**

strengthening parenting skills



**with schools**

developing social & emotional skills to support learning



**with communities**

connecting families and local supports



**OUR VISION:**  
every child is able to reach their full potential

Our services provide



Learning



Care



Stability



Nourishment



Security



A safe space



# CHAIRPERSON'S STATEMENT

**I have always believed that what happens to us as children shapes the adults we become.**

**D**uring 2019, it was my privilege to take up the role of chairperson of Barnardos upon the retirement of David Begg in July 2019.

It was a year of growth and development in Barnardos where we worked with more children and families than ever before and embarked on a new strategic plan for the period 2019-2021.

**This plan is driven by our aspiration to be a leading force in helping vulnerable children overcome adverse experiences, have happier childhoods, and achieve better outcomes for them and their families.** ”

We do this by championing the field of trauma informed work with vulnerable children and families. We see real evidence of how this approach can make a substantial positive difference to children and families every day.

However, it has not been a year without challenges both for us and for the children and families we work with. 2019 was a year where we saw a record number of children experiencing homelessness and hidden homelessness, the continued growth in the number of children waiting for child psychology, psychiatry and speech services, a lack of proper family support services, and a failure by the Government to lift enough children out of poverty. Through our work, we heard stories every day from parents of children whose lives are affected and whose children's health and wellbeing are suffering because of insufficient investment in services and supports. We work tirelessly to change this.

Early in 2019, we had to take a number of cost reduction measures to meet the financial challenges caused by the underfunding by statutory agencies for services provided under contract on their behalf over the past decade. Despite calls to statutory funders and the Government, this remains an ongoing issue and a threat to service provision. We would not be able to continue without the ongoing and generous support of the wider public who have responded to our calls for help to fund the vital work we do.

Being involved in the work that Barnardos does has fuelled my passionate commitment to helping the wider public understand that as many as one fifth of the children in Ireland struggle with the impacts of childhood adversity and that without Barnardos many Irish children would suffer and their parents would not get the help that they need. We want to continue to reach more children and families who have been affected by adverse childhood experiences and everyone in our organisation is ambitious to ensure we achieve this. We are grateful to all our current donors and partners and hope the Irish public will continue to support Barnardos in ensuring Irish children and families get the help they really need.



**Miriam Hughes**  
Chairperson





**Every child needs  
to be safe, have  
enough food and  
somewhere  
comfortable to  
call home.**





# CHIEF EXECUTIVE'S STATEMENT

**The author P.D. James said that “what a child doesn't receive, he can seldom later give”.**

**I**n Barnardos, we know that what happens to us in childhood lasts a lifetime and that those of us fortunate enough to have had a good enough childhood will reap the benefits of that love and care in adulthood. Those who have been born into difficult circumstances will need to have help and support if early experience is not to impact negatively on their potential and that of future generations.

In 2019, I was delighted to launch our new strategic direction which sees us take a trauma informed approach to our work to help vulnerable children and their parents overcome adverse childhood experiences. Our aspiration is to become a leader in the field of trauma informed work with vulnerable children and families. This means bringing a holistic mind, body, heart approach to our work, drawing on recent developments in the understanding of human development, how the brain works and how the impact of adverse experiences in childhood can last a lifetime. We are delighted with the progress we have made this year with implementing this strategy.

I am particularly pleased with the successful evaluation of the Barnardos Partnership with Parents Programme (PwP) which was published during the year.

Partnership with Parents is a Barnardos designed programme that works with parents to develop their parenting skills and strengthen the relationships they have with their child. It complements the range of early years, family support and specialist services

we deliver in communities around Ireland. It was a particular pleasure for me to meet some of the parents who participated in the programme and to hear them speak about how much they benefitted from it.

Alongside the provision of services to vulnerable children and families, we continue to shine a light and represent the needs of children and parents in the political and media spaces. During 2019, we made a range of policy submissions to the Government on areas such as the Children's Budget 2020, textbook rental schemes, the Draft National Standards for Children's Social Services, the Childminding Action Plan, future regulations on School Age Childcare, Guidelines for the use of Reduced Timetables and the Action Plan for Education 2020.

We continued to work in close partnership with our statutory funders, government agencies and colleagues in the community and voluntary sector. We always aim to respond to developing need and in this context we are delighted to have, in partnership with Tusla, extended our family support provision to Youghal, Fermoy and Mitchelstown and to have grown our Post Adoption Service in Dublin and expanded it to Cork and Galway.

However, we know that we are not reaching all of the children and parents who need us. Our intensive family support services are only available in certain parts of the country due to lack of state funding. For this reason we continue to lobby the government for additional support.

**One of the joys of my year has been engaging with Barnardos public and corporate donors either in person, by phone, by social media, or by letter. Thank you for your continued generosity, support and belief in us, which is essential in terms of Barnardos continuing to provide existing services and to extending the range of services we offer.**

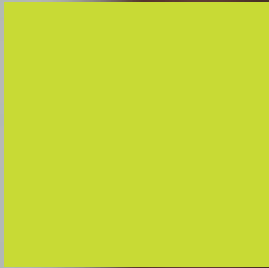
”

I want to extend my appreciation to our 436 staff and 367 volunteers who are the life blood of the organisation and without whom we couldn't do our work.

Most importantly - thank you to the children and families who put their faith in us to help them.



**Suzanne Connolly**  
CEO



# WHO WE ARE AND WHAT WE DO

**Barnardos, Ireland's leading children's charity, works to give vulnerable children a better chance – because childhood lasts a lifetime.**



Our Vision is a country where every child can reach their full potential.

Our Mission is to deliver services and work with families, communities, and our partners to transform the lives of vulnerable children who are affected by adverse childhood experiences.

## OUR BELIEFS

- Every child needs to be safe, have enough food and somewhere comfortable to call home.
- Every child needs to have someone who looks after them and loves them no matter what.
- Every child should have the opportunity to learn and have fun.
- Every child needs to feel accepted for who they are and to be part of a circle of family, friends and community who will understand them and value their opinions.
- Every child should get help when they need it.

## OUR VALUES

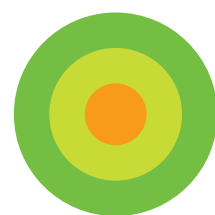
- We're for children.
- We always see hope.
- We believe in children's rights.
- We're efficient and transparent in our work.
- We believe in effective partnership.

These values form the basis for our Code of Conduct and are underpinned by a set of expected behaviours for all who work in Barnardos.

# CHILD SAFEGUARDING STATEMENT

**Barnardos is committed to keeping children safe from harm.**

- We keep children at the centre of our work and promote their wellbeing.
- We work with children from birth to 18 years of age and their parents and carers.
- All our work is purposeful, needs-led and outcomes-focused to help children to grow, develop and achieve their full potential.
- The Children First Act 2015 defines harm of a child as ill treatment, neglect, assault, or sexual abuse, and explains what to do if you are concerned.
- Barnardos has procedures in place to keep children safe when they are using our services, in line with the Children First Act 2015. All our staff and volunteers are trained in how to respond to child protection concerns.
- We respond to all concerns as quickly as possible.
- Barnardos has a strong management structure in place to ensure that the organisation is run well, this includes a Board with an Audit & Risk Committee and a Services Committee.
- Barnardos has 436 staff in 53 locations. We have 7 shops, 2 administrative sites and 44 service locations.
- Barnardos' services are provided in our projects, family homes, schools and community settings.
- Barnardos staff and volunteers who work with children and families are Garda checked, qualified and receive supervision.





**We listen to  
children and  
act on what  
they say.**

# DIRECTORS' REPORT

The members of the Board hereby present their annual report and the financial statements for the year ended 31 December 2019

## Objectives and Activities

### A. Barnardos' Objectives

The charitable objectives of Barnardos are:

- To provide support for children, young people and families in need.
- To promote and provide assistance towards the education of children and young people in social or economic disadvantage.
- To provide services for and promote and advance the welfare of children, young people and their families whose lives have been affected by economic, social or other disadvantage or loss.

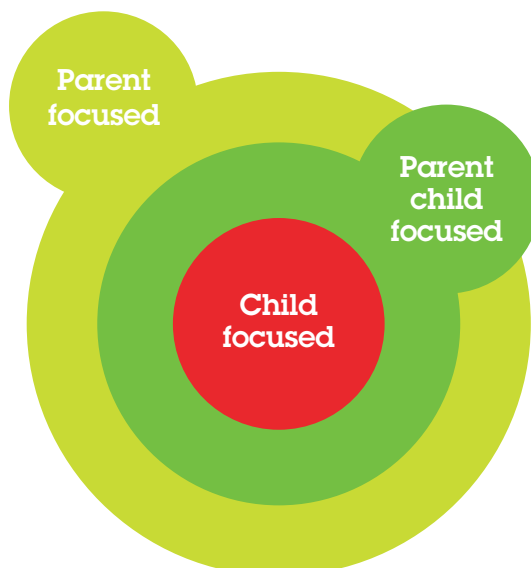
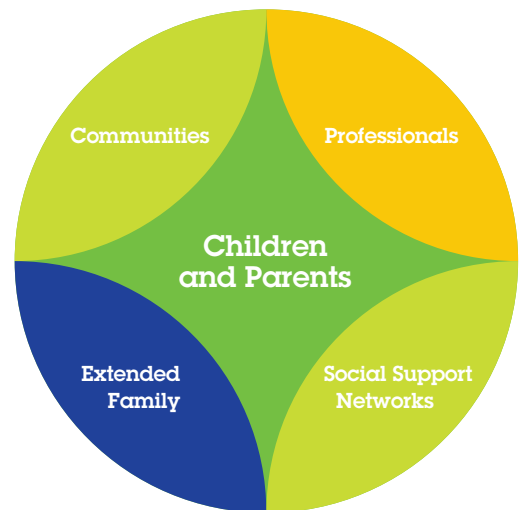
We aim to achieve these objectives by providing services for children and families from our 44 centres and challenging society where it fails our children.

### B. Barnardos' Activities

At Barnardos, we work with children and their families to make real and lasting changes to their family relationships and lives. We deliver evidence-informed, outcome-focused services for children and parents/carers in their homes, schools or in one of our 44 Barnardos centres. Our work is individualised, depending on what the family needs and can be:

- Parent focused, which can include crisis and practical support;
- Parent and child focused, which includes our home based Partnership with Parents parenting programme and parent child groups such as parent toddler and baby stay and play groups;
- Child focused, which includes our Tús Maith Early Years Care and Education Programme, our individual work with children and child focused group work programmes including our Friendship Group.

In order to work effectively with children and their parents, we take a holistic approach, working collaboratively with extended family, support networks, professionals and communities. We work hard to create effective partnerships with everyone involved in the child's life to strengthen support, create safety and promote resilience.



## Barnardos Core Activities in 2019

### 1) Family Support Services

Barnardos Family Support services are based at the heart of their local communities. Family Support seeks to promote the welfare of children and their families in their homes and in their communities. We seek to equip families with the necessary skills to thrive, with a focus on enhancing family well-being and strengthening parenting capacity to reduce problems later in a child's life. Some of our Family Support services have a specific focus, for example, families impacted by parental drug misuse, while others respond to a broader range of needs. Barnardos provides 28 Family Support services nationally.

During 2019, we continued to respond to individual children and families by assessing their needs and carefully tailoring a package of services to respond to those needs. We worked with children to help build their resilience by focusing on their social, emotional, physical and educational development. We helped parents to strengthen their parenting skills, improve their relationship with their child, and better meet their child's needs.

We expanded the geographic catchment areas of a number of long standing family support services where there is a high level of need and a low level of service provision. We partnered with Tusla in Fermoy, Mitchelstown and Youghal to establish single worker services to provide family support responses.

These responses included individual assessment of needs and then an individual family support response for children and young people where social, emotional and/or behavioural difficulties have emerged but do not meet the social work threshold. We introduced satellite family support services in new rural areas adding to our other services in smaller towns across the country such as Dungarvan; our Tullamore/Edenderry service which expanded to include a service to Portlaoise; Ballyfermot has expanded to include provision of services to families in the Lucan area; and we have also expanded into Bray supporting families with addiction.

### 2) Early Years Services

Barnardos currently runs seven Early Years centres in Dublin, Cork and Tipperary. All children in our Early Years centres participate in Tús Maith, our early years programme. This is a centre-based, early-years care and education programme, with a particular focus on children aged three to five years from disadvantaged groups and those living in challenging family circumstances. The aim of our early years services is that children attending will be ready for primary school and will develop the specific physical, emotional, social and cognitive skills necessary for this transition. During 2019, we continued to deliver the Tús Maith curriculum, which integrates two internationally proven programmes, HighScope and REDI<sup>1</sup>, to maximise the developmental outcomes for children, and we commenced the re-registration process in keeping with the Early Years Regulations.

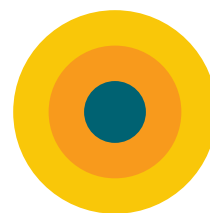
### 3) Guardian ad Litem Service

Barnardos has provided Guardian ad Litem services in Ireland for more than 25 years. A Guardian ad Litem supports children to have their voice heard in certain types of legal proceedings and makes an independent assessment of the child's interests.

In late 2017, the Department of Children and Youth Affairs (DCYA) indicated its intent to set up an Executive Office for all Guardian ad Litem services in Ireland. This means that the Barnardos Guardian ad Litem service will close once this Executive Office is operational. The target date to start the operation of the reformed Guardian ad Litem Service is January 2021. During 2019, we had a panel of 32 Guardians available for appointment by the Court and our Guardians responded to an increase of 23% of new referrals in 2019. The Head of Barnardos Guardian ad Litem Service was seconded to the DCYA, for two days a week, as a member of the project team to set up the Guardian ad Litem Executive Office, within the DCYA.

### 4) Specialist Services

Barnardos offers a range of specialist services including a Children's Bereavement Support Service, Post Adoption Service, Teen Parent Support Programmes, Better Finglas Area Based Childhood (ABC initiative), Family Resource Centre and a number of services within schools including Roots of Empathy programme, Wizards of Words programme, breakfast clubs, afterschool groups, friendship groups, and an online safety programme.



<sup>1</sup> REDI – Research Based, Developmentally Informed Intervention (social-emotional)

The **Barnardos Children's Bereavement Support (BCBS) Service** is a family support service for children and their families, who have experienced the death of someone close to them. During 2019, we continued to work directly with children and their families to help increase their capacity to support the child through the grieving process and to also increase the family's own resilience over time. BCBS staff also offered training and consultancy to groups and organisations working with bereaved children and families. Following a six month collaboration between the BCBS and the Irish Childhood Bereavement Network we participated in the 'Mind The Gap' creative project for Bereaved Children's Awareness Week at the Mansion House Dublin in November, 2019. The creative process for the event resulted in a strong bereavement awareness message to adults from children:

**"Mind yourself  
so you can  
mind me."**



**Barnardos Post Adoption Service** provides a specialist therapeutic service to children and teenagers who are adopted both internationally and domestically, and their parents. Services are also provided to adopted adults and their birth families. During 2019, we expanded the service, opening two regional post adoption centres in Galway and Cork. The focus of the service was also broadened to include children moving from foster care to adoption, domestic adoptions as well as inter-country adoptions. The adult service has also expanded in 2019, specifically to respond to adults impacted by illegal birth registrations as well as providing support to adopted adults and birth family members with high needs for therapeutic support.

We support teenage parents through our **Teen Parent Support Programme** working with young people (mums and dads) who became parents under the age of 19 years and through our Student Mothers' Group which supports young expectant mothers and young mothers to remain in second level education, which includes support in arranging childcare. In 2019, we continued to help teenage parents to maximise their potential and reduce the risk of social exclusion and isolation by providing advice on health, child development, and managing relationships during pregnancy and after.

Barnardos is the lead agency for a consortium of over 50 organisations in the **Better Finglas Area Based Childhood (ABC) Initiative** which aims to break the intergenerational cycle of poverty, poor educational attainment and unemployment in the Finglas area. The initiative delivers evidence-based programmes to children from pre-birth to eight years and their parents. In 2019, Better Finglas won the Irish Healthcare Awards for the second year running in the "Child Health and Well-being" category for the "My Place to Play" project in collaboration with Children and Young People's Services Committee (CYPSC) and other ABC's based in North Dublin. The Community Midwife won "Midwife of the Year", as voted for by parents, with Friends of Breastfeeding Ireland.

In 2018, Barnardos established a new **Family Resource Centre (FRC)** in Finglas West. The FRC adopts a strong community development approach to working with children and their families by integrating a participative approach to all the work. We currently do not have a premises and operated the services in 2019 on an outreach basis. The FRC offered a variety of services in 2019 including: Parent and Toddler Group, Baby Massage, Creative Afterschool, Mindfulness for Children, Intergenerational Gardening, Summer Wellbeing, Drumming, Circle of Security Parenting, Triple P Parenting and an Enhance the Space Project with Dublin City Council (DCC).



**Roots of Empathy** is an evidence-based programme delivered in primary school classrooms which has shown significant effect in reducing levels of aggression among school children by raising social-emotional competence and increasing empathy. 2019 was another busy year for Roots of Empathy as 182 instructors delivered the programme to over 8,344 children, across 201 classes in 186 schools. This was an increase of 2,304 children over 2018. Expansion into the West of Ireland was possible due to securing funding from Dormant Accounts, through Social Innovation Funds Ireland. Providing services to this amount of children would not have been possible without our amazing 201 'volunteer' babies and their parents.

**Wizards of Words** is an intergenerational evidence-based paired reading programme for children in first and second class in primary school who are 12 months behind their age group in their reading. It is proven to increase children's literacy, reading comprehension, as well as their enjoyment and love of reading. In the 2018/2019 school year we delivered it in 19 schools to 180 children with the assistance of 165 volunteers.

Barnardos' **Breakfast Clubs** in schools and early years centres provide children with a warm, nutritious breakfast and help with social and emotional support to set them up for the day of learning ahead and our **After School Groups** take place in the afternoon during the academic year, once the children have completed their school day. In 2019, we operated six breakfast clubs and 24 after school groups, which included friendship groups.

Barnardos **Online Safety Programme** provides interactive safety internet workshops for children and young people, teachers and parents on internet safety and cyberbullying. The suite of workshops seek to promote ongoing communication between children and adults on online safety. From September 2019, with support from Google.org, a 4-year online safety programme is being rolled out in schools across the country. Over 4,000 workshops will be held in 1,000 schools, with Google and Barnardos aiming to reach over 75,000 students overall.

## 5) Learning and Development

Barnardos is committed to supporting the development of knowledge and skills and quality services to achieve positive outcomes for children and families. We do this by providing publications, training, information and practice support to parents, voluntary, statutory and community organisations, students, primary and secondary schools and Barnardos' staff. In 2019, we launched four new publications and over 19,000 Barnardos publications were disseminated. We provided a range of external training courses on Child Protection, Supervision, Promoting Positive Behaviour, Implementing the HighScope Approach, as well as some shorter workshops on Trauma Informed Practice in early years services, to over 1,300 participants. To build the capacity of Early Learning and Care (ELC) settings, Regional Development Workers mentored services through engagement with the Síolta Quality Assurance Process and carried out Síolta validations.

Our Library and Information Service, provided access to resources on an extensive range of child-related issues from child protection to trauma informed practice, early learning and much more.

## 6) Research and Policy

Our policy and lobbying work shifted direction substantially in 2019. This transition included shifting the policy element of our advocacy into a combined Research and Policy function. The combined expertise in this team strengthens the connection between evidence and policy, and our efforts to influence policy. In 2019, we made a range of policy submissions to the Government. Our research focuses on what works with children and families to ensure our programmes and training are evidence-based. One of the highlights of 2019 was the launch of our Partnership with Parents Programme (PwP) evaluation in September.



# Alex

**Eight year old Alex lost his mam just two weeks before Christmas last year. She'd been sick for a while, with an inoperable brain tumour. The children saw someone they love so much lose her health, her speech and eventually her life.**

**T**hings had always been a little tough for Alex's family. Like so many families all over Ireland, they were living day-to-day, sometimes really struggling to make ends meet.

Alex's dad, Colin, had done his best to keep the household running while his wife was so unwell, but when she did pass away, he couldn't cope. Coupled with the overwhelming grief he was experiencing, the house became very run down and chaotic. There were piles of washing, empty presses and nothing was clean.

It was Alex's teacher at school who got in touch with Barnardos. She said "Alex looks sad every day – as if there's no hope for him. He's always pale, and hungry, and sick."

Two of the Barnardos team arranged a visit to Alex's house to have a chat with Colin, to see if there was any support that could be offered to Alex, and the rest of the family. During that visit, they were able to see first-hand just how bad the situation had gotten. They returned later that week to help clean the house from top to bottom, restoring a sense of order before any of the family's deeper issues could be dealt with.

When Alex attended his local Barnardos centre, he was very thin. He's a bright, brave little boy – but was literally sick with worry. We worked with him intensively, from tearful one-to-one sessions to group sessions with his siblings where they were able to talk together about their wonderful memories of their mam. They created a memory box to keep at home so they could regularly reflect on their feelings of joy and love for their mam.

Barnardos feel privileged to have been able to help Alex and his family. They're still attending our services, and thanks to the support of our generous donors, we can be there for them as long as they need us.



# STRATEGY, ACHIEVEMENTS AND PERFORMANCE

## Strategy 2019-2021

As part of its ongoing review of the overall strategic direction of Barnardos, along with the appointment of our new CEO Suzanne Connolly (appointed October 2018), and some sizeable funding challenges, the Barnardos Board developed and approved a new Strategic Plan for Barnardos for the period 2019-2021. The plan was approved by the Board in July 2019 and publically launched in September 2019.

This strategy builds on Barnardos past service developments and existing strengths which have ensured high quality service provision. It incorporates current research and thinking on the impact of trauma and childhood adversity, both during childhood and across their lifespan. Our aspiration is to become a leader in the field of trauma informed work with vulnerable children and families. This means bringing a holistic mind, body, heart approach to our work and draws on recent developments in the understanding of human development and how the brain works.

Our commitment to prevention and early intervention and our long term objectives out to 2037, remain unchanged. What is new is the introduction and implementation of a trauma informed approach in our work.

Our aspiration is underpinned by a promise to help vulnerable children overcome adverse experiences, have happier childhoods and achieve better outcomes for them and their families.

To support this new strategic intent, we updated our Vision and Mission:

**Our Vision** is a country where every child can reach their full potential.

**Our Mission** is to deliver services and work with families, communities, and our partners to transform the lives of vulnerable children who are affected by adverse childhood experiences.

### Our Long Term Strategic Objectives 2017-2037

Our long term objectives out to 2037 remain unchanged:

#### A right for every child to:

- Adequate and safe housing,
- A standard of living adequate for the child's physical, mental, and social development,
- Be protected from abuse, neglect and exploitation, and
- These rights established in law, supported in policy, and implemented consistently.

#### Support and Protection:

- All children and families have access to timely support to services via multiple pathways to support the social and emotional development and well-being of children,
- Children's health is protected equally and on a timely basis through improved integration and consistency in service planning and delivery to improve health and wellbeing outcomes, and
- A comprehensive child welfare and protection system is in place that offers a seamless continuum of quality care.

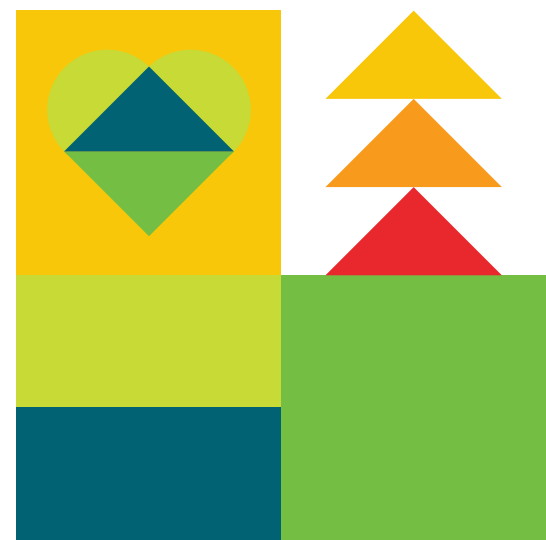
#### Education:

- Improved quality early years services combined with targeted outreach to support and increase take up by children aged 0-5yrs from disadvantaged families, and
- Extension of the role of schools in supporting families and communities in taking a whole child approach in education and a consistent implementation of extended services in and around schools to reduce social inequalities in pupil's educational outcomes.

### Our Strategic Choices 2019-2021

Our longer term objectives are supported by five strategic choices for 2019 to 2021. They are:

- Our primary concern is **vulnerable children**. Vulnerable children being defined as children who have experienced an adverse event in their lives in relation to which they and their parents need support, or children who are living in a challenging environment where their needs are not being met,



- **Our services to children and families** will be informed by a holistic mind, body, heart approach to the work, drawing on recent developments in the understanding of human development and how the brain works,
- **Research and innovation** will be key to our sustainability and to delivering on our objectives,

- Our **policy and advocacy** work will be based on our knowledge of the needs of vulnerable children and we will be demonstrating solutions based on our work, and our innovation and research, and
- **Financial sustainability** is a key goal and we will deliver a break even budget by 2021.

### Our Strategic Goals for 2019-2021

The implementation of the Strategic Plan is monitored through Key Performance Indicators which are set annually for each of the five goals strategic goals and reported against at each Board and relevant sub-committee meetings.

Strategic Goals 2019-2021	Key Performance Indicators for 2019
<p><b>Goal 1:</b> The development of a suite of trauma informed services.</p>	<ul style="list-style-type: none"> <li>i. Strategy launched internally and an awareness of trauma developed in Barnardos.</li> <li>ii. Trauma model written up.</li> </ul>
<p><b>Goal 2:</b> The provision of trauma informed family support, early years, and related specialist services to a high and consistent quality across Ireland.</p>	<ul style="list-style-type: none"> <li>i. Provision of evidence informed, outcomes focused range of services that meet the requirements of our funders as outlined in Service Level Agreements.</li> <li>ii. Support other community, voluntary and statutory providers to enhance the quality of their practice.</li> </ul>
<p><b>Goal 3:</b> Conducting and publishing evaluations that monitor and produce evidence of our programme effectiveness.</p>	<ul style="list-style-type: none"> <li>i. Organisational pre and post trauma awareness assessment completed.</li> <li>ii. Trauma screening tool to be used with parents and children selected and implemented.</li> <li>iii. Outcome measures designed and implemented.</li> <li>iv. Seek to influence policy agenda to ensure voice of vulnerable children is heard.</li> </ul>
<p><b>Goal 4:</b> Increasing the reach of Barnardos services - with a specific goal of an additional 1,000 children and parents receiving a service from Barnardos by 2021.</p>	<ul style="list-style-type: none"> <li>i. Grow reach of Barnardos services to support achievement of an additional 1,000 children/parents receiving a service by 2021.</li> </ul>
<p><b>Goal 5:</b> Delivering a break even budget by 2021.</p>	<ul style="list-style-type: none"> <li>i. Research paper in relation to cost recovery making the case for social return on investment commissioned, produced and progressed with Department of Finance, Department of Children and Youth Affairs, Tusla, Ministers and other relevant stakeholders.</li> <li>ii. Case for a 3% minimum increase in funding outlined with Tusla locally by Assistant Directors.</li> <li>iii. Integrated marketing plan for the organisation agreed.</li> <li>iv. Pro-active media engagement plan developed and implemented to increase awareness of our key messages.</li> <li>v. Grow fundraising income by 4%</li> </ul>

## Achievements and Performance against our Strategy

### Goal 1: The development of a suite of trauma informed services

#### Key Performance Indicators for 2019

- i. Strategy launched internally and an awareness of trauma developed in Barnardos.
- ii. Trauma model written up.

#### Performance and Achievements against Indicators

- i. Strategy launched internally and an awareness of trauma developed in Barnardos.

In 2019, we embarked on a new strategic direction to become a trauma informed organisation. Our aim is to bring to the fore the reality of trauma and adversity in children and families attending our services, and understand its impact on their lives. We aim to increase our staffs' understanding of the impact of adversity in childhood and knowledge of how to respond to children and families who have experienced trauma. In order to achieve this, we completed a number of key activities in 2019 including:

- An internal launch of this new direction by the CEO and the Director of Children's Services to all staff. March 2019 was designated a Resilience Month and all Barnardos staff watched 'Resilience the movie, The Biology of Stress & the Science of Hope' with their teams and a Trauma Informed Evidence into Practice paper was circulated to all, with a suggested reading list.

- A key principle of being a trauma informed organisation is to ensure that we provide physical and emotional safety for parents and children. This includes assessing the physical environment of our services which we did in 2019 with plans being developed to address any changes needed for implementation in 2020, and
- We conducted a training needs analysis and have developed a trauma informed training plan for staff for implementation in 2020 and 2021.

- ii. Trauma model written up.

A trauma model was finalised. It incorporates seven components:

- Trauma Awareness,
- Emphasis on safety and trustworthiness,
- Opportunity for choice, control in decision making,
- Culture of hope and possibility,
- Suite of trauma informed programmes,
- Trauma informed partnerships, and
- Awareness of cultural and diversity context.

Implementation of the trauma model is and will be an iterative ongoing process, in relation to which feedback from parents and children is key. We will be working with childrens and parents advisory groups in 2020 to assist with this.

### Goal 2: The provision of trauma informed family support, early years, and related specialist services to a high and consistent quality across Ireland

#### Key Performance Indicators for 2019

- i. Provision of evidence informed, outcomes focused range of services that meet the requirements of our funders as outlined in our Service Level Agreements.
- ii. Support other community, voluntary and statutory providers to enhance the quality of their practice.

#### Performance and Achievements against Indicators

- i. Provision of evidence informed, outcomes focused range of services that meet the requirements of our funders as outlined in our Service Level Agreements.

During 2019, we continued to work in close partnership with other agencies and with our funders to ensure that we best met the needs of children and families. In addition to the Core Activities outlined earlier in the annual report we continued to improve our services in a number of ways in 2019.

We continued our focus on evaluating the effectiveness of the outcomes of our family support services. A key aspect of this in 2019 was the evaluation of our **Partnership with Parents programme**.

Partnership with Parents (PwP) is an intensive, home-based, one-to-one parenting support programme developed by Barnardos for parents with children between the ages of 0-18 years. PwP was designed to support parents to develop their parenting skills, build the parent-child relationship and improve the lives of children and families. The programme consists of a suite of "plug-ins" that are related to six key areas for families: Parent-Child Relationship, Behaviour, Education, Routines, Social Development and Physical Development. Parents are offered one or multiple plug-ins, depending on their needs.

Families referred to PwP tend to have higher levels of need, and feedback from parents and staff indicated that the home-based, individualised and flexible approach set the programme apart from group-based parenting support interventions. Most referrals since we started to deliver the programme in 2012 (53%) came from Tusla and social work professionals. The majority (33%) required parenting support, while 32% were referred due to children's needs. Most participants were lone mothers (59%), with a further 29% representing couples. Based on key influential aspects of the parent-child relationship, the evaluation examined a number of standardised scores before and after the parents completed the programme. Six areas of need were measured using the standardised measure 'Parent Child Relationship Inventory'. Statistically significant improvements were found across all six aspects of the parent child relationship. A second set of measures, based on parents self-reported 'assessment' of need showed statistically significant improvements in behaviour, routines, the parent-child relationship, education and physical development. A copy of the evaluation report is published on our website<sup>2</sup>.

The evaluation also involved an interview series and an online survey. The results from these interviews supported the evaluation outcomes and provided important insights into the aspects of the programme that worked well within real world, often-complex family settings.

Service users summarised their experience of PwP:

**And it was that, it was looking at seeing things from my children's [point of view]... seeing me as a parent from my children's perspective. I would never had stepped into their shoes without the guidance of this programme, ever**

*(Mother)*

**It [PwP] changed the way we approached, completely changed the way we approached our parenting**

*(Father)*

**Yeah, but it has gotten a lot easier to express my feelings like when I am not happy about something but now I know I can, even if they don't agree with it, because I know they have been taught about how to react to certain things and stuff like that. So, I think it really has helped them**

*(Child)*

We hosted an 'Effective Parenting Support' Seminar in November 2019, where we launched the PwP evaluation. This seminar highlighted international and national research, policy and practice through its speakers, including a keynote speech from Dr Crispin Day of the Centre for Parent and Child Support, Maudsley Hospital, London, who consulted with Barnardos on the development of the programme.

In a research collaboration with the Community Academic Research Links (CARL) initiative in University College Cork, we explored parents experiences of receiving **Home Based Parenting Support Services** from Barnardos and investigated whether the intervention model was effective in creating positive and lasting change in the lives of children and families. Both the literature and findings found that the complexity of families and the functionality of the family as a system is impacted by factors such as family relationships, roles, behaviours and emotions.

<sup>2</sup> [https://www.barnardos.ie/media/6590/pwp-evaluation\\_final\\_web.pdf](https://www.barnardos.ie/media/6590/pwp-evaluation_final_web.pdf)

Parents in this study valued the support they received through this service in navigating their family system, which encouraged positive change for them and for their children<sup>3</sup>.

During 2019, we piloted our new **Individual Work with Children** service, focused on promoting resilience and well-being for children in six locations. The programme is delivered over 18 sessions with two outcome measures built in, the Strengths and Difficulties Questionnaire (SDQ) and the Piers Harris model, which are carried out pre- and post- the programme delivery. Feedback from practitioners, parents, and children was sought throughout the sessions and again at the end of the pilot. Adjustments based on the feedback will take place in 2020, with a planned roll out of the programme throughout our services commencing in 2020.

In the **Better Finglas (ABC) Service**, we continued to expand the perinatal community wraparound services to include a new therapeutic post-natal support group with the Rotunda, HSE and Tusla, and the new Enjoy Your Baby Course. Both were piloted in 2019. In addition, Better Finglas and the HSE reached an agreement to develop the community wraparound services previously delivered by Community Mothers. Better Finglas became the first organisation worldwide to roll out Triple P Fear Less Programme. Triple P Fear Less is a programme aimed at parents of children aged 6 – 12 year olds, who are concerned about their child/teen experiencing anxiety which supports parents who have children presenting with anxiety issues.

The **Finglas West Family Resource Centre** (FRC) that we opened in 2018 continued to experience significant challenges in securing the acquisition of the local plot of land identified for the FRC, which has delayed the building of the FRC. Despite the lack of premises, we managed to provide

a range of successful services on an outreach basis. Over 400 people living in Finglas West attended a variety of services with the FRC including: Parent and Toddler Group, Baby Massage, Creative Afterschool, Mindfulness for Children, Intergenerational Gardening, Summer Wellbeing, Drumming, Circle of Security Parenting, Triple P Parenting and an Enhance the Space Project with Dublin City Council (DCC). The FRC also engaged in a community research project set up to explore Finglas in terms of a safe place to play for children.

Inclusion of the voice of the child is an important element of the shaping of informed, outcomes focused services and on 2019 **Barnardos Brighter Futures in Knocknaheeny** in Cork partnered with Young Knocknaheeny and UCC to be the child voice aspect of a research project regarding very young children's experiences of early years services. The UCC researcher used visual tools to engage the children, including "talk and draw" methods and digital cameras followed by pictures and discussion. The children really enjoyed the project and shared some fascinating insights. Most interestingly, children consistently conveyed the value they place on adult child relationships, frequently citing their key worker as what they like most about their preschool experience.

All seven of the Barnardos **Early Years Services** continued to operate at a high standard meeting all statutory requirements. During 2019, we were required to commence re-registration in keeping with the Early Years Regulations which required significant information and documentation for each service. Under the regulations were new requirements in relation to planning permissions and fire certifications. This has proved problematic for some of the services in older buildings and an extension until June 2020 has been granted to attain appropriate documentation in relation to this.

- ii. Support other community, voluntary and statutory providers to enhance the quality of their practice.

Barnardos receives funding from the Department of Children and Youth Affairs (DCYA) as a **Voluntary Childcare Organisation (VCO) to support Early Learning and Care (ELC) and School Age Childcare (SAC)** providers nationally. Objectives in 2019 were: to support DCYA in the delivery of national childcare programmes; to provide support to ELC and SAC professionals and parents in accordance with regulations, policy and quality standards; and to contribute to national policy development and participate in national collaborations to develop and improve quality standards in childcare.

Our VCO work is delivered through four strands;

- Regional Development Work,
- Library and Information Service,
- Publications,
- Training.

These four strands worked together to provide the ELC and SAC staff with a comprehensive, holistic and evidence informed approach, to build the capacity of the workforce in delivering quality services to children and their families.

- To build the capacity of ELC settings, Regional Development Workers mentored services through engagement with the Síolta Quality Assurance Process (QAP) and carried out Síolta validations on behalf of Early Years Education Policy Unit to assess the quality of ELC services following their engagement with the Síolta QAP.
- Our Library and Information Service provided access to resources on an extensive range of child-related issues from child protection to

<sup>3</sup> Dore, M. (2019) *An Investigation of Intensive Home Based Parenting Support Services offered by Barnardos South Cork City*, [online], Community-Academic Research Links/University College Cork, Ireland, Available from: <https://www.ucc.ie/en/media/research/carl/MaryDoreCARLResearchReport2019.pdf> [Accessed on: 01/01/2020].



trauma informed practice, early learning and much more. We increased our membership by 640 people to 1,928, with members from across the community, voluntary and statutory sector. In 2019, the information service answered 1,437 queries, from parents and professionals. The service also produced the Daily Digest, which is a roundup of news relating to children and families, and emailed to approx 3,000 subscribers daily.

- We launched four new publications on topics such as the Arts in Early Years and Legislation for ELC Settings and three editions of the Barnardos Journal Childlinks on topical themes. Over 19,000 Barnardos publications were disseminated in 2019. Five issues of Early Years e-news were circulated during 2019 to 7,600 subscribers sharing news and developments in ELC and SAC.
- In 2019, we provided a range of external training courses on Child Protection, Supervision, Promoting Positive Behaviour, Implementing the HighScope Approach as well as some shorter workshops on Trauma Informed Practice in early years services with 330 participants attending 26 public events and 995 participants attending 81 tailored training events.
- Barnardos provided sectoral leadership through our ongoing participation in national, regional and local collaborations to develop and improve quality standards in childcare. In 2019 we contributed to national policy development including the Childminding Action Plan, the Workforce Development Plan and School Age Childcare. Through our collaborative work, we keep up to date with developments at both local and national levels and identify the changing capacity needs within the sector.

### Goal 3: Conducting and publishing evaluations that monitor and produce evidence of our programme effectiveness

#### Key Performance Indicators for 2019

- Organisational pre and post trauma awareness assessment completed.
- Trauma screening tool to be used with parents and children selected and implemented.
- Outcome measures designed and implemented.
- Seek to influence policy agenda to ensure voice of vulnerable children is heard.

#### Performance and Achievements against Indicators

Barnardos is committed to research and innovation as a key element of effective service delivery to children and families. Research and evaluation continues to inform best practice and to monitor and improve services. To support the implementation of the trauma informed strategy, we met the specific trauma informed objectives set for 2019:

- Organisational pre and post trauma awareness assessment completed.

In March 2019, a trauma awareness survey was completed by 222 Barnardos staff members in Children's Services to inform the organisations trauma-informed strategic implementation. The survey collected data in relation to trauma informed knowledge and practice.

Many staff reported having had an opportunity, either within Barnardos or another organisation, to acquire knowledge of the core components of trauma informed practice. Coupled with this knowledge base, Barnardos has a high level of staff support in the form of team meetings and individual supervision. Areas for development identified included: changes to develop soothing environments; availability of documentation in first language; and helping staff to further understand the impact that working with trauma can have on their own well-being, and their work with children and families.

- Trauma screening tool to be used with parents and children selected and implemented.

To determine the approach to assessing pre and post trauma, we piloted a suite of Adverse Childhood Experience (ACE) and resilience questionnaires across eight sites in Barnardos. ACE's are an important indicator of mental and physical health issues in adulthood (Felitti, et al., 1998) and exposure to ACE's are common. One hundred and twelve (112) people completed the ACEs questionnaire in the pilot- 57 parents and 55 children of which 44% had four or more aces and 29% had seven or more. The pilot aimed to determine the appropriateness and acceptability of these questionnaires in order to meet the strategic objective of measuring childhood trauma with a view to informing service delivery. Useful feedback was received during this pilot which will be used to reshape our practice in this area for 2020.

- Outcome measures designed and implemented.

During 2019, we revised our format for capturing Needs and Outcomes to reflect our concern with understanding the prevalence of interpersonal traumas and in particular adverse childhood experiences. This involved extensive consultation to ensure we could effectively measure the needs and outcomes of families presenting to Barnardos services.

A draft of the new format is now complete and a supporting guidance document produced. The plan is to roll out use of the new format in early 2020.

In addition to above, an external evaluation of the Barnardos Post Adoption service led by Queens University Belfast commenced during the year and will be concluded in 2020.

iv. Seek to influence policy agenda to ensure voice of vulnerable children is heard.

Our research, policy and lobbying work shifted direction substantially in 2019. This transition included shifting the policy element of our advocacy team into a combined research and policy function. The combined expertise of this team strengthens the connection between evidence and policy, and specifically our efforts to influence policy.

During 2019, we made a range of policy submissions to Government on areas such as the Children's Budget 2020, textbook rental schemes, Draft National Standards for Children's Social Services, the Childminding Action Plan, future regulations on School Age Childcare, Guidelines for the use of Reduced Timetables and the Action Plan for Education 2020. Our annual School Costs Survey received a record amount of coverage and support and we used this platform to call on the Government to use 0.2% of the entire education budget to provide free school books for all. While Budget 2020 failed to fully deliver on our recommendation, a welcome announcement by the Minister for Education and Skills Joe McHugh, to allocate €1m in funding to pilot a school book rental scheme referenced calculations based on the Barnardos School Costs Survey, a clear success in terms of influencing policy.

## Goal 4: Increasing the reach of Barnardos services - with a specific goal of an additional 1,000 children and parents receiving a service from Barnardos by 2021

### Key Performance Indicators for 2019

- i. Grow reach of Barnardos services to support achievement of an additional 1,000 children/parents receiving a service by 2021.

### Performance and Achievements against Indicators

During 2019 we increased the reach of Barnardos services by over 3,300 children and families as well as increasing our geographic provision of services.

**Services expansion** – in 2019 a total of 21,168 (2018: 17,799) children and parents benefited from Barnardos' targeted family services, our community based prevention services, our Roots of Empathy school based programme and our Guardian Ad Litem service. The main growth areas included an increase in the numbers of groups by 718 which is reflective of the increase in activity in our FRC and ABC services and Roots of Empathy which grew to reach 2,304 additional children.

In September 2019, Barnardos received a €1M grant from Google.org to significantly expand **our Internet Safety and Cyberbullying Workshops for children, teachers and parents**. The suite of workshops aimed at primary schools, seeks to promote ongoing communication between children and parents/carers about online safety. Barnardos delivered 157 workshops during 2019 to 3,098 children, 557 parents/carers and 60 teachers.

We are delighted that Barnardos is at the forefront of this progressive project supported by the Google.org investment which aims to provide over 75,000 children with essential training to enable them to safely explore the online world over the next 4 years.

The **Barnardos Post Adoption Service** expanded in early 2019 on a two-year pilot basis opening two small regional post adoption centres in Galway and in Cork. The focus of the service was also broadened to include children moving from foster care to adoption, domestic adoptions as well as inter-country adoptions. The adult service has also expanded in 2019 specifically to respond to adults impacted by illegal birth registrations and adopted adults and birth family members with high needs for therapeutic support which commenced in February 2019. The existing adult service also continues to offer group work and individual support to birth mothers and adopted adults.

Information and advice was provided to a further 3,827 children, families and professionals.

**Geographic expansion** - many large urban areas in Ireland have existing family support services, however, many towns in rural Ireland lack a home based family support which can respond to the individual needs of children and young people and their families in their home. In response to this, Barnardos partnered with Tusla in Fermoy, Mitchelstown and Youghal to establish single worker services to provide family support responses which include individual assessment of needs and then an individual family support response for children and young people where social, emotional and/or behavioural difficulties have emerged but do not meet the social work threshold. This has seen positive outcomes for young people including return to school, greater positive engagement with peers, increased positive parenting and improved parent-child relationships and family functioning.

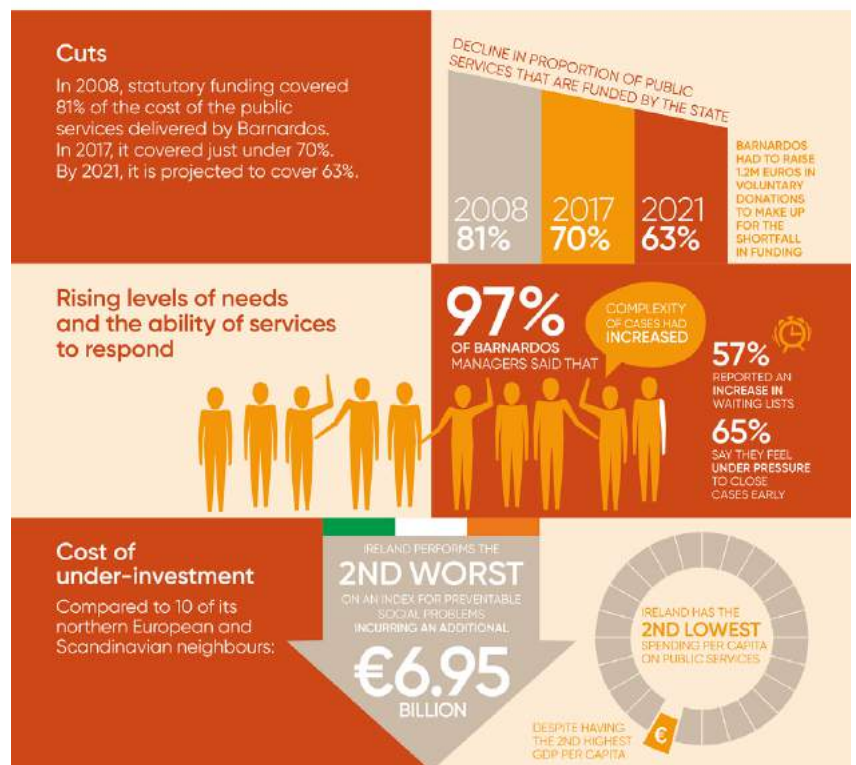
We also introduced satellite family support services in new rural areas adding to our other services in smaller towns across the country such as Dungarvan. Barnardos has also expanded its geographic catchment areas of a number of long standing family support services where there is a high level of need with a low level of service provision. Examples of this during 2019 include Tullamore / Edenderry which expanded to include a service to Portlaoise, while Ballyfermot has expanded to include provision of services to families in the Lucan area, and we also expanded into Bray supporting families with addiction.

## Goal 5: Delivering a break even budget by 2021

### Key Performance Indicators for 2019

- i. Research paper in relation to cost recovery making the case for social return on investment commissioned, produced and progressed with Department of Finance, Department of Children and Youth Affairs, Tusla, Ministers and other relevant stakeholders.
- ii. Case for a 3% minimum increase in funding outlined with Tusla locally by Assistant Directors.
- iii. Integrated marketing plan for the organisation agreed with consistent methodology and approach between fundraising and services.
- iv. Pro-active media engagement plan developed and implemented to increase awareness of our key messages.
- v. Grow fundraising income by 4%.

## Breaking point: why investment is needed now to support children and families



### What needs to be done

Providers are at a crisis point and urgent action is required



IMMEDIATE RESTORATION OF THE 3% COST OF LIVING FORMULA



REVIEW OF THE FUNDING FORMULA



COMMITMENT TO FUNDING 95% OF THE COST OF FAMILY SUPPORT SERVICES



LONGER TERM PLAN TO FUND EARLY INTERVENTION & PREVENTION

Just Economics

Barnardos

Infographic provided by Just Economics

### Performance and Achievements against Indicators

- i. Research paper in relation to cost recovery making the case for social return on investment commissioned, produced and progressed with Department of Finance, Department of Children and Youth Affairs, Tusla, Ministers and other relevant stakeholders.

In March 2019, Barnardos commissioned Just Economics to undertake research on why more investment is needed to ensure the sustainability of quality services for

children and families. The Breaking Point Report was completed in June 2019, published on our website, and sent to key Government Departments, political contacts, and funders in June and July 2019. The research found that reductions of funding for intensive family support services at a time of increased need is in fact a false economy, which leads to an increase in costs to the exchequer. As part of our Budget 2020 submission we called on the government to reinstate the cost of living increase to organisations (including Barnardos) receiving funding under Service Level Agreements from State Agencies to deliver family support services.

- ii. Case for a 3% minimum increase in funding outlined with Tusla locally by Assistant Directors.

The Breaking Point Report was circulated to all of our statutory key funders. Discussions took place at local, regional and national level with Tusla in relation to the need for further funding to sustain the current level of services currently in operation. To support this work, we re-oriented our engagement with TDs towards a more local and grassroots focus and in October 2019, the Children's Services Assistant Directors and Project Leaders wrote to their local TDs to highlight the need for increased funding for family support services and to invite them to their local project. This work will be ongoing in 2020.

- iii. Integrated marketing plan for the organisation agreed.

An integrated marketing plan was agreed and approved by the Board in December 2019. Our key messages are aimed at helping people understand that one fifth of children struggle with the impacts of childhood adversity; without Barnardos many children would suffer and parents would not get the help they need; and we need financial help to do this.

- iv. Pro-active media engagement plan developed and implemented to increase awareness of our key messages.

A new media engagement plan commenced in September 2019 with the launch of our Strategic Plan and related new language/positioning which is being threaded through all campaigns and all media responses. Implementation will be ongoing during 2020.

- v. Grow fundraising income by 4%.

In 2019, as the demand on our services for children grew, the dependence on our capacity to raise voluntary funds became even more crucial. We are pleased to have increased our voluntary income by 11% in 2019.

We are sincerely grateful to our wonderful supporters and would like to acknowledge the transformational impact their donations have on the children and families we work with.

During 2019, we continued to employ a diverse range of fundraising methods and introduced a number of new and innovative campaigns throughout the year.

### Committed Giving

The Barnardos family of regular and committed donors continued to grow in 2019 and we introduced a new digital donor recruitment method to our range of fundraising campaigns.

Our donors are the lifeblood of our voluntary income and our focus is on ensuring they are fully informed of our work and the impact of their donations. Our direct recruitment teams continue to perform strongly and play a key role in letting the public know about services we provide to children and families across the country. Our direct recruitment teams are supported by our telephone team who continue to implement our donor care strategy. Each connection made is a chance for us to thank donors and to let them know how important their donations are to the lives of the children and families we support.

Our Christmas fundraising appeal saw a 35% increase in online donations from our radio and digital ads during December. We were delighted to get such a generous reaction and endorsement of support from the public.

### Philanthropy (Trusts and Foundations)

2019 was a successful year for our Philanthropic income line and saw us strengthen our partnerships with a number of philanthropic organisations. We were delighted to be able to invite so many donors into our centres across the country to show them the impact of their generosity and to give them the chance to meet some of the parents we work with.

We would like to express our sincere gratitude to the Social Innovation Fund for their ongoing support of the expansion of our Roots of Empathy programme and to the Ireland Funds, who continue to hold a special place in their hearts for the children and families of Barnardos. We look forward to continuing our philanthropic partnerships in the future.

We would like to acknowledge the wonderful support and relationship we have with The Community Foundation of Ireland. Their support for our services has contributed significantly to our ability to provide direct help to children living in disadvantaged communities across Ireland and we look forward to strengthening those relationships into the next decade.

We would also like to recognise the generous contributions made by The Coppin Trust, Condron Concrete and The Tomar Trust. We are sincerely grateful for the support given to our vital work with some of the most vulnerable children in Ireland.

### Partnerships, National Campaigns and Community Events.

Our partnership with Dell Technologies continued to develop and we were delighted to have our most financially successful National Collection Day to date. The support from teams in Limerick, Cork and Dublin enabled us to get nearly 2,000 pairs of feet on the street in September shaking buckets to collect generous donations from the public.

Our Dell Technologies Code Work Clubs have gone from strength to strength and are now a much loved part of our services for children in Cork, Limerick and Dublin. The clubs boost the digital literacy of children living in disadvantaged communities in these areas. We are so grateful to the teams at Dell Technologies for their continued support across all areas of our work in Barnardos.

We were delighted to work with our generous partners Saint Gobain, Cadburys, IKEA, The Irish Sun and Q102 in 2019. Their support gives us a much-needed platform to speak about our work and to raise funds and awareness of our cause.

Our digital fundraising income grew successfully with a number of online community fundraising activities. We launched three separate campaigns and we are planning more online campaigns for the years ahead.

Our community based activities continued to grow with thanks to our wonderful friends the Olympian Gymnastics groups and their annual Cartwheelathon. A massive thanks to all the parents and children involved in making this uplifting event such a huge success.

Our flagship event The Big Toddle for Barnardos was once again one of the highlights on our fundraising calendar and we would like to thank Danone for their generosity and support for the campaign over the past 16 years.

### Retail

Barnardos has seven charity shops which act as the face of Barnardos on the high street and make an important contribution to raising funds for our services. In 2019 we had an increased focus on sales from our two Bridal Rooms, where we stock brand new designer gowns and accessories. Our bridal wear was showcased by a photoshoot in the Botanic Gardens and broadcast on Virgin Media's Xposé show during the summer. We were thrilled to supply 143 happy brides with their dream wedding dresses during the year.

We would like to thank all our volunteers, the contribution they make by giving up their time is invaluable to the success of our shops. We would also like to thank our Community Employment staff who continue to develop their skills by engaging in our retail training programme.

Fundraising makes an important contribution to Barnardos both in supporting our services and giving us independence of voice. In 2020 we will continue to develop our diverse range of fundraising income streams and remain flexible enough to adapt to any changes or opportunities in the external environment.

Teddy Bear Raffle



IKEA Partnership



Big Toddle 2019 Ambassador - Donal Skehan



National Collection Day Ambassador - Richie Sadlier



National Collection Day's Little Fundraisers

Barnardos Bridal - Shoot for Xposé in Botanic Gardens



# 20<sup>th</sup> CELEBRATIONS

## 2019 was a year of celebration for Barnardos.

On October 16<sup>th</sup>, we celebrated the 20<sup>th</sup> anniversary of our Cork South City Family Support project in Mahon, Cork. Our Family Support Project has provided a safe, respectful and non-judgemental space to work in partnership with approximately 1,200 families and nearly 2,000 children over the last 20 years.

The level of work and dedication from the team since we opened the doors in 1999 has ensured that we have been able to support children and their families when they have needed us, helping them to look towards a brighter future with many more positive opportunities.

Over the last 20 years the needs of children and families have varied, however some of the reasons people needed help from the project include:



- Emotional and behavioural difficulties for children
- Parental separation and the impact on children
- Domestic violence and the impact on parents and children
- Parental drug or alcohol misuse and impact on children
- Mental Health – children and parents
- Poor or non-school attendance
- Poor friendship skills and/or social isolation
- Bereavement and loss
- Adolescent alcohol or drug misuse

The family support project was initially set up in 1999 under the “Springboard” initiative in partnership with the Southern Health Board as part of a radical expansion of family support services in the State. It continues to receive the bulk of its funding each year through a longstanding partnership with Tusla, the Child and Family Agency; and supplements shortfalls in core funding with fundraising from the public and corporate partners.

It was a pleasure to be celebrating such a massive milestone along with children and families, our partners in the local community and our colleagues across numerous agencies.





Barnardos also celebrated the 20<sup>th</sup> anniversary of our Waterford based Family Support Service in Ballybeg. The project provides a range of services, which include individual work with children and families (home based parenting programmes), practical family support including weekly food parcel deliveries, and group parenting programmes. Barnardos provides a valuable fully supervised weekend playground service to children.



# OUR PEOPLE

**A**t the end of 2019, we employed 436 staff members (44% full-time, 56% part-time). Our average employee numbers were 424 (2018: 430).

Everyone working in Barnardos plays an important role in the delivery of our strategic objectives – in delivering services, raising funds or working to ensure that we have the capacity to deliver best in class services. We have continued to develop ways of involving staff in how our organisation functions. Our Staff Council met three times in 2019 and our Health & Wellbeing Group developed a three year roadmap to support staff health and wellbeing to complement our trauma informed strategy. Ten of our staff volunteered and were trained to be Support People under our Anti-Bullying and Harassment policy. We continue to strive to be an employer of choice with attractive terms and conditions. We paid an incremental salary increase to staff (who were not at the top of their pay scales) with effect from 1st September 2019. We have continued to offer attractive work life balance and leave arrangements. Our absence rate in 2019 was 4.7%. (2018: 4.4%).

102 internal training events were provided in 2019 with 1,145 staff participating. 2019 saw an increased focus on the provision of online training with 45% of all training being delivered online covering such topics as cyber-security, data protection and Tusla Child Protection eLearning.

In addition to our usual range of courses, new training courses introduced in 2019 included training on a new programme for children, *Individual Work with Children*, cyber-security, procurement, building resilience and non-violent resistant training.

During 2019, the restructuring of our Advocacy and Learning and Development functions resulted in a small number of redundancies and our service in Donegal closed at the start of August at the end of its contracted funding from Tusla. In December, we appointed a new Director of Finance, Governance and IT in line with our procedures regarding recruitment and selection and our Director pay scales.

CE Schemes supporting our work in Limerick and in our shops had a total of 56 participants in 2019 (2018: 60).

During the year, we had 367 (2018: 320) volunteers involved in Barnardos and we received over 1,300 enquiries. These volunteers were involved in roles across the organisation including operating helplines, providing administration support, assisting in parent and toddler groups, breakfast clubs, after school groups and playgrounds, facilitating the Roots of Empathy programme and the Wizards of Words reading programme in numerous primary schools, sorting and selling both new and preloved goods which are donated to our seven shops, and of course on our Board. Without the dedication, enthusiasm and generosity of these committed volunteers Barnardos could not do the work it does.

We continue to offer placements to third level students. In 2019, 51 third level students completed their placements in Barnardos services. Of the 51, 32 were placed in Early Years services and 19 in Family Support Services. By working in our supported environment the students are gaining valuable practical experience, learning from professionals at work and putting their course theory into practice.

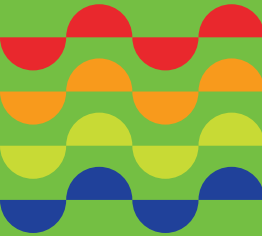



## **Karen Groome, Opportunities Assisting Staying in School (OASIS) Programme After School Volunteer:**

**“Volunteering for Barnardos at this point in my life seemed the natural thing to do now that my children are older. That, coupled with my desire to work with children and to undertake a role that made a difference in a young person’s life led me to apply for this position. The OASIS team are amazing. What stood out for me first and foremost was their passion to be a positive influence in the young people’s lives. I have watched the students engage with their emotions, control and alter their perspective of themselves and in turn modify their behaviours towards other students in the course of one and a half hours. In this role I have met an inspirational group of people. I have also met an inspirational group of young preteens who have bowled me over with the welcoming attitude and kind words since I joined in September. This is not volunteering for altruism’s sake, I have got much more out of this experience than I can ever hope to give back. I drive home every Monday and Wednesday evening with a smile on my face. Who could ask for more?”**



The Oasis Programme supports young people to achieve their full potential in all areas of learning and development with specific emphasis on preventing early school leaving.





**Every child  
needs to have  
someone who  
looks after them  
and loves them no  
matter what.**

# STAFF PROFILE

## PATRICIA MAGUIRE

Patricia Maguire is Project Leader for Barnardos Family Support Project in Edenderry and Barnardos Centre in Tullamore. Both projects work with a number of families from a range of backgrounds to provide family support where it's needed most whether it's working with parents in the home, or helping children with any issues that may arise in the projects.



### Patricia's Background:

Patricia has a degree in Social Studies. She worked in Child and Adult Mental Health Services before joining Barnardos in Cherry Orchard as Project Worker, eventually becoming acting Project Leader. She moved to the Midlands two and a half years ago.

### Area of Work:

"Our Family Support offering in both centres includes Partnership with Parents, Individual Work with Children, practical family support, sibling work, our 'Parenting when Separated' and 'Seasons of Growth' group programmes."

### Patricia's Team...

"I have 3 Project Workers, an administrator and a Community Employment worker in each centre. Very hard workers and amazing practitioners. Dedicated and very caring. We have a good laugh, even through the hard times."

### Favourite part of her work:

"That we can invest the time to truly build relationships. We might go to a family home and if you don't have an urgent appointment, you could stay there for two hours if needs be. That's so important for families. That you're not rushing around, watching the clock and saying I have to get out of here."

Because when you're meeting families, they are telling you their story, they're telling you part of their life that has impacted them at a very vulnerable time, and we're very privileged to hear that."

### Challenges:

#### Housing

"There's just nowhere to rent for many of the families we work with. One case comes to mind where the parents are separated for the last two years but they're still in the same home. Yet they might be in the kitchen at the same time, though neither will cook for the other and they don't talk. You can imagine the tension. We're doing individual work with the child, but the environment is toxic."

#### Child to Parent Violence

"Another issue, one that we weren't seeing ten years ago, is child to parent violence - a teenager being violent to a parent. A parent might say: 'I'm not going to challenge him because he'll hit me.'"

How do you parent, how do you put boundaries in if a parent is actually afraid of a child? NVR (Non Violent Resistance) is a programme that helps parents in this situation and we would love to get funding to run it."

### Mental Health

"We see a lot of parental mental health issues. A parent suffering from depression might not have the ability to organise themselves. And that obviously impacts on the child who at the same time doesn't understand why his dad is staying in bed all the time. We do one-to-one work with the child and also with the parent in these situations."

### Recent Achievement:

"Day to day it's actually the little things that are rewarding- like a parent the other day finally recognising that it wasn't her child's behaviour that was the problem, but how she reacted to the behaviour. That is huge because it's going to impact their relationship, hopefully, for the rest of their lives."





# OVERVIEW OF BARNARDOS SERVICES 2019

During 2019, a total of 21,168 (2018: 17,799) children and parents benefited from Barnardos' targeted family services, our Roots of Empathy school based programme and our Guardian ad Litem (GAL) service. Within GAL the number of children remained relatively consistent with 2018. Within targeted family services, the number of parents worked with increased by 313 and the numbers of groups increased by 718 which is reflective of the increase in activity in our FRC and ABC services. Our Roots of Empathy programme grew to reach 2,304 additional children.

2019 (2018)	TARGETED FAMILY SERVICES	ROOTS OF EMPATHY	GAL	TOTAL
CHILDREN	4,820 (4,827)	8,344 (6,040)	818 (777)	13,982 (11,644)
PARENTS/ CARERS	4,509 (4,196)	NA	NA	4,509 (4,196)
GROUPS	2,677 (1,959)	NA	NA	2,677 (1,959)
TOTAL	12,006 (10,982)	8,344 (6,040)	818 (777)	21,168 (17,799)



Barnardos Online Safety Programme: **3,715**

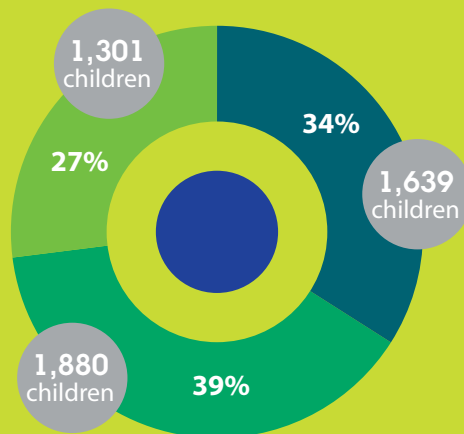
Information and Advice Enquiries: **3,827**



## BREAKDOWN OF TARGETED FAMILY SERVICES

### AGE

The breakdown of the ages of the children attending targeted family services are shown in this pie chart.



### GENDER

The gender split of children attending targeted family services is shown below.



**47% Female**

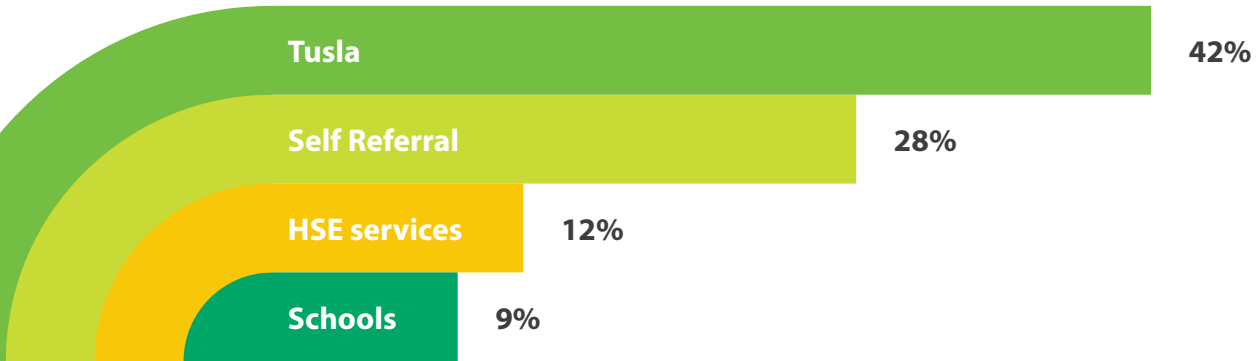


**53% Male**

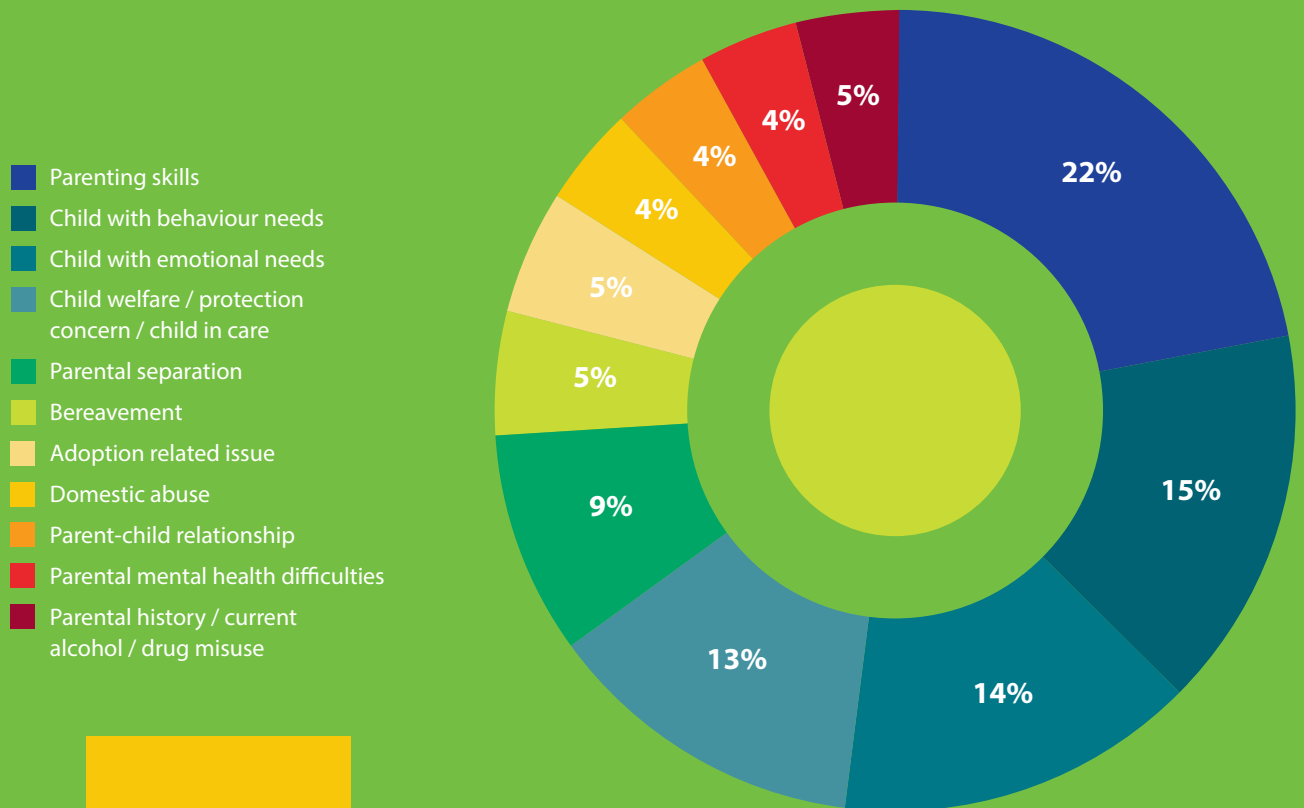
■ 0-5 years ■ 6-10 years ■ 11-18 years

## REFERRALS

Primary sources of referral



## REASON FOR REFERRAL



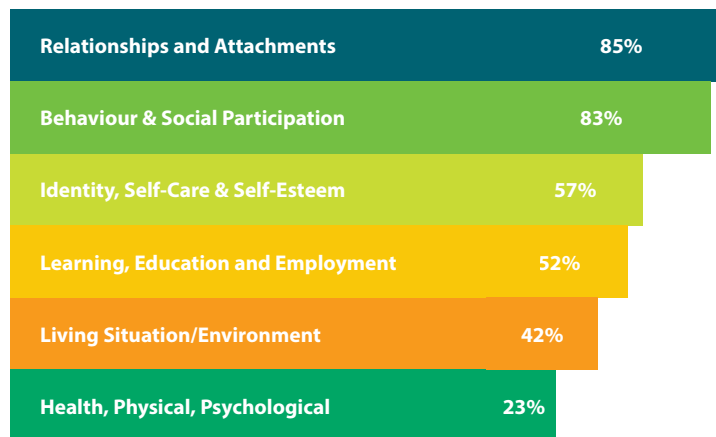
# SERVICES STATS 2019 (continued)

## NEEDS OF CHILDREN FOLLOWING ASSESSMENT

Of the children who had an assessment, 85% of them had needs in the area of relationships and attachments. The primary issue here related to improvements in the parent / child relationship. Also outlined was the need for age appropriate responsibilities and role in the family, the need to be engaged in relationships free from abuse, the need to feel listened to and the need for positive interactions with peers.

83% of the children assessed had needs in the area of behaviour and social participation. The primary issue related to the ability to self-regulate and manage behaviour well. The need for establishing and engaging in positive networks of friends, family and community was also included here, as was the positive management of family stressors.

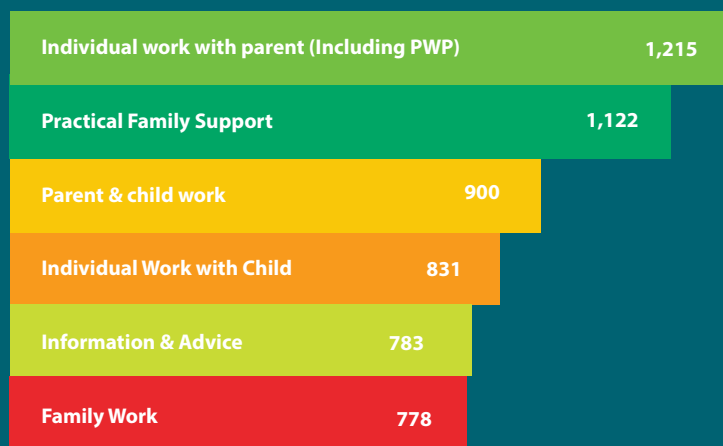
### Needs domain



## SERVICE TYPE

The six most frequently provided services are outlined in the following chart.

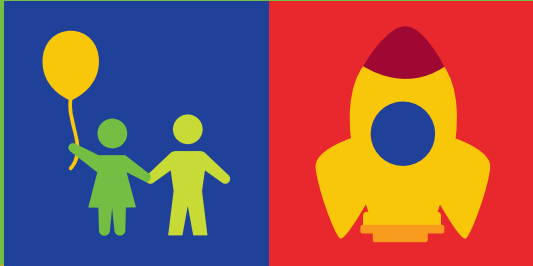
### Number of Distinct Service Users



## TOP 10 GROUPS

Barnardos offered 268 group services in 2019, these are the top 10 group services delivered.





Every child needs to feel accepted for who they are and to be part of a circle of family, friends, and community who will understand them and value their opinions.





# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Structure

Barnardos – Republic of Ireland Company Limited by Guarantee (Barnardos) is an Irish company incorporated under the Companies Act 2014. It is a company limited by guarantee and does not have a share capital. Barnardos is governed by a memorandum and articles of association, which were last amended at the Annual General Meeting on 1 July 2016.

Barnardos is a public benefit entity - the benefit we provide is demonstrated through our work with children and families.

Barnardos is authorised to use the name Barnardos under a licencing agreement with Barnardo's United Kingdom. The agreement was last amended in December 2017. Barnardos is not part of a group with Barnardo's United Kingdom, nor does Barnardo's United Kingdom have any role in appointing directors to Barnardos.

## Governance and Management

### Barnardos Board

Members of the Board are elected by the members of Barnardos at the Annual General Meeting and, subject to early retirement, serve for a three year term which may be renewed once (a total of six years). The Board has the power to appoint directors in the interim until the next Annual General Meeting.

The Board give their time to Barnardos on a voluntary basis and receive no remuneration. Out-of-pocket expenses may be reimbursed.

The Board met five times in 2019 (six times in 2018), with an attendance of 82% (2018: 68%). The attendance of members was as follows:

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE*	PROFILE SUMMARY - A FULL BIO OF THE BOARD CAN BE FOUND ON BARNARDOS WEBSITE
Miriam Hughes (Chairperson appointed July 2019)	5/5	4.5 Years	Miriam is an ex CEO of DDFH&B, a seasoned marketer and part of the communications industry for over 30 years. She is currently running a strategic business consultancy company, is a INED for a number of companies and a fully qualified chartered director from the IOD in London.
David Begg (Chairperson resigned July 2019)*	2/3	6 Years	David is Chairman of the Pensions Authority. He is a former General Secretary of ICTU and spent five years as chief executive of Concern Worldwide.
Martin Dobey (Treasurer & appointed Vice Chairperson July 2019)	3/5	1.5 Years	Martin is a Chartered Accountant, and was the CFO at KPMG Ireland from 2006 to 2017. He retired from KPMG in May 2017.
Grainne Burke (resigned July 2019)*	3/3	6 Years	Grainne has held management roles in voluntary organisations working with children and families for over 30 years.

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE*	PROFILE SUMMARY - A FULL BIO OF THE BOARD CAN BE FOUND ON BARNARDOS WEBSITE
Dr. Louise Crowley	4/5	1.5 Years	Louise is a Senior Lecturer in Family Law at the School of Law, UCC where she is the Director of the LLM (Child and Family Law), the LLM (Practitioner) and the Family Law Clinic.
Sue Lamon-Diver (resigned July 2019)*	2/3	1 Year	Sue has worked in the communications industry since 1987. She is currently running a successful strategic communication consultancy business.
Jane Forman	4/5	3.5 Years	Until 2017, Jane was Programme Executive with the Children and Youth Programme of The Atlantic Philanthropies. Prior to this she held senior management roles with the Rehab Group and FAS.
Ivan Fox	4/5	1.5 Years	Ivan is Chairman of Invoicefair Limited, a technology enabled provider of working capital to Irish SMEs. He has over 26 years experience in investment management and financial services.
Irene Gunning (appointed December 2018)	5/5	0.5 Year	Irene is a former CEO of Early Childhood Ireland (CDI) and prior to that Irish Preschool Playgroups Association (IPPA). Irene has been a practitioner and training in the sector as well as management and relevant strategic skills.
Helen Kelly	4/5	5.5 Years	Helen is Managing Director, Head of Corporate Banking at Barclays Bank Ireland plc and is also Country Manager. She has over 30 years of banking experience with Barclays having spent her earlier career in London in a variety of roles.
Maria Kelly	5/5	1.5 Years	Maria is a barrister practicing mainly in employment law. She has over 25 years experience working as a senior executive in human resources and general management.
Gary McGann	2/5	4.5 Years	Gary is an accountant, the chairman of Paddy Power, Betfair and Arysza, and former CEO of Smurfit Kappa and Aer Lingus.
Paul O'Faherty (appointed July 2019)	3/4	0.5 Year	Paul is an actuary and is an independent non-executive director of a number of companies in the financial services and not-for-profit sectors. He also acts as a strategy consultant and an executive coach.
Phelim O'Leary	5/5	4.5 Years	Phelim is a founder and one of the original Directors of Behaviour & Attitudes. His career, spanning over 30 years, has seen him at the forefront of the development of qualitative research, not only within the company, but in Ireland.
John O'Reilly (resigned July 2019)*	3/3	6 Years	John retired as the CEO of Paddy Power PLC in December 2005, having been with the company since its inception. He held a variety of roles and was fundamental in the development of the business and its diversification into new business channels.
Trevor Spratt	3/5	1.5 Year	Trevor is a Professor in Childhood Research at Queen's University Belfast and is a Director of the Children's Research Centre at Trinity College Dublin.

In accordance with the constitution of Barnardos, three Board members each with six years involvement at Board level resigned during the year. Barnardos is very grateful for the considerable time, expertise and support given by David Begg, former chairperson, Gráinne Burke and John O'Reilly as Board members. Sue Lamon-Diver also resigned from the Board during 2019 due to work commitments.

The Board acknowledge the new appointments of Irene Gunning and Paul O'Faherty to the Board and look forward to their contributions to Barnardos. Additionally, the appointment of Miriam Hughes, as Chairperson following her experience as Vice-Chairperson of Barnardos, has been welcomed by the Board.

**Barnardos Board Committees**

In addition to the Board of Directors, there are five Board sub-committees – the Audit and Risk Committee, Finance Committee, Nominations Committee, Remuneration Committee and Services Committee. The membership of these sub-committees includes at least one Director, as well as specialists who are not members of the Board, but who volunteer their expertise to assist the committees on an ongoing basis. Details of these sub-committees are outlined below:

**Audit and Risk Committee**

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE
Paul O'Faherty (Chairperson/Director)	5/5	1 Year
John O'Reilly (Chairperson/ Director) (resigned July 2019)	4/4	4.5 Years
Jennifer Gargan	4/5	3 Years
Jan Grizmann	3/4	0.5 Year
Helen Kelly (Director)	5/5	4.5 Years
Susanna Lyons	3/4	0.5 Year
Michael Shelley	4/5	3 Years

The role of the Audit and Risk Committee is to keep under review the adequacy, scope and effectiveness of the internal control systems of Barnardos. The Committee has oversight of the external audit process and they review the findings of internal audits carried out by Barnardos employees and by other external auditors (on behalf of funders).

This Committee consists of two Board members and at least two other members, one with Children's Services experience and another with financial experience. A considerable refresh of the sub-committee in 2019 has resulted in a number of new members being appointed in 2019 to the Audit & Risk Committee; Paul O'Faherty, Jan Grizmann and Susanna Lyons. The Committee meets at least four times a year in advance of Board meetings. The CEO is in attendance along with required members of the Executive Management Team. The external auditors are present at two of these meetings each year – at the first meeting they outline their audit strategy and at the second meeting they outline the findings of the audit.

During 2019, the Committee met five times (2018: 5), attended by 87% of the members (2018: 85%). The items reviewed and approved by the Audit and Risk Committee included the risk register, the programme of internal audits, internal and external audit reports, updates on policies such as Data Protection, Reserves, Information Technology and Security and governance matters including the Governance Code. Work on additional governance matters such as the Beneficial Owner Register and Directors Compliance Report were all completed as well as ongoing ICT systems development.

### Finance Committee

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE
Martin Dobey (Chairperson/Director)*	5/5	2 Years
Ivan Fox (Director)	3/5	5.5 Years
John Kelly	3/4	0.5 Year
Tim Lee	2/3	0.5 Year
Maeve Power	3/4	0.5 Year

\*2 Years as Chairperson of the Committee.

The role of the Finance Committee is to keep the financial management (which includes investments) of Barnardos under review. This Committee consists of one Board member, who is the Treasurer and at least two other members, one of whom must have financial experience. They meet at least four times a year, in advance of Board meetings. The CEO is in attendance along with required members of the Executive Management Team.

For part of 2019, the Finance Committee consisted of two members – both of whom were directors. As a result of an active recruitment drive, three new members joined the Committee in 2019. John Kelly, Tim Lee and Maeve Power have already made valuable contributions to the work of the sub-committee.

During 2019, the items reviewed and approved by the Finance Committee included pensions funding, apportionment policy, property review, an updated investment policy and reserves policy. The 2020 budget was reviewed and updates on ongoing ICT developments were considered. The Committee held five meetings in 2019 (2018: 6), with an attendance of 75% (2018: 89%).

### Nominations Committee

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE
Miriam Hughes (Chairperson/Director) (appointed July 2019)	2 / 3	4.5 Years
David Begg (Chairperson/Director) (resigned July 2019)	1 / 2	6 Years
Dr Louisa Crowley (Director)	1 / 1	0.25 Years
Maria Kelly (Director)	3 / 3	1.5 Years
Gary McGann*	1/1	Not applicable*
John O'Reilly*	1/1	Not applicable*

\*Appointed for one meeting to ensure a quorum

The role of the Nominations Committee is to monitor, review and evaluate the structure, size and composition of the Board and its Sub-Committees, making recommendations to the Board in this regard. The Committee consists of a minimum of two Board members, one of whom is the Chairperson of the Board. This Committee meets as needed given Board and Sub-Committee requirements. The CEO along with the required members of the Executive Management Team attend.

During 2019, the Committee met three times (2018: 3). In May 2019, the Committee had a single agenda meeting to consider nominations for the positions of Chairperson and Vice Chairperson commencing July 2019 following the retirement of David Begg. The Board temporarily appointed John O'Reilly and Gary McGann to the Committee at the April Board meeting to ensure a quorum for this specific meeting. The Committee proposed Miriam Hughes for the position of Chairperson and Martin Dobey for the position of Vice Chairperson, both were approved at the Board meeting in July. The Committee noted that Martin Dobey continues to hold the post of Treasurer until such time as some of the newer members of the Finance Committee have settled in.

In addition to this, during 2019 the Committee proposed the following appointments, all of which were approved:

- Paul O’Faherty (also on the Audit & Risk Committee) for appointment to the Board.
- Jan Gritzman and Susanna Lyons for appointment to the Audit & Risk Committee.
- Tim Lee, Maeve Power and John Kelly for appointment to the Finance Committee.
- Dr Sarah Morton and Dr Sadhbh Whelan for appointment to the Services Committee.
- In addition following the retirement of David Begg from the Board in July 2019 and also from the Nominations and Remuneration Committees, new Board members were required for both. At the Board meeting of October 2nd the Board approved Louise Crowley to join the Nominations Committee and Jane Forman to join the Remuneration Committee.

**Remuneration Committee**

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE
Miriam Hughes (Chairperson/Director) (appointed July 2019)	1/1	3.5 Years
David Begg (Chairperson/Director) (resigned July 2019)	0/0	6 Years
Jane Forman (Director)	1/1	0.5 Years
Maria Kelly (Director)	1/1	1.5 Years
Kate Malone	1/1	1.5 Years
Gary McGann (Director)	0/1	3.5 Years

The role of the Remuneration Committee is to consider and approve the remuneration of the Chief Executive and members of the Executive Management Team as well as to set the pay policy for all staff and agree the basis for any annual increases in pay. This Committee consists of at least three Board members. It generally meets at least once a year.

During 2019, the Remuneration Committee met once (2018: 1), with an 80% attendance (2018: 100%) there was a review and approval of the pay and benefits for the new Director of Finance, IT & Governance in line with existing payscales for the Executive Management Team.

**Services Committee**

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE
Trevor Spratt (Chairperson/Director) (appointed July 2019)	3/3	1.5 Years
Gráinne Burke (Chairperson/Director) (resigned July 2019)	1/1	4 Years
Jane Forman (Director)	3/3	3.5 Years

NAME	MEETING ATTENDANCE IN 2019	LENGTH OF SERVICE
Irene Gunning (Director)	3/3	1.5 Years
Stephanie Holt	1/3	3.5 Years
Marie Kennedy (resigned June 2019)	1/1	6 Years
Collette Mc Loughlin (resigned June 2019)	1/1	6 Years
Sarah Morton	1/1	0.5 Years
Sadhbh Whelan	1/1	0.5 Years

The role of the Services Committee is to keep under review the management of services in Barnardos. This Committee consists of one Board member and at least two other members, all with practice, service design or evaluation expertise. It meets three times a year in advance of Board meetings and as required. The CEO and Director of Children's Services are in attendance.

There were a number of changes on the Services Committee with the departure of the Chairperson, Gráinne Burke after many years of valuable service and Marie Kennedy and Collette Mc Loughlin who similarly provided great assistance. There were two new appointments to the Committee, Sarah Morton and Sadhbh Whelan both of whom are very welcome additions. Trevor Spratt was appointed Chairperson in July 2019.

During 2019, the Services Committee met three times (2018: 4) with a 93% attendance rate (2018: 79%). The Committee reviewed and approved Barnardos Trauma Informed Services Strategy, National Childhood Domestic Abuse Project, ACE's Screening Tool Pilot, PWP programme evaluation and Finglas West FRC.

### Board & Sub-Committee Recruitment

When recruiting new directors to the Board, and Sub-Committee members, the Board aims to attract a diverse range of candidates with the skills Barnardos needs.

Appointment to the Board of Barnardos, and to its relevant Sub-Committees, is managed by the Nominations Committee who meet at least once a year and on an ad hoc basis when current or upcoming vacancies are identified. The Committee identifies the skills, experience and knowledge required from new Board members by considering the collective skills profile of the current Board. The Committee also takes cognisance of the current and future plans of Barnardos. The Committee will then make recommendations to the Board. Potential candidates are identified through a number of channels including Boardmatch, the Board and from the members who are currently on the Board Sub-Committees.

### Training & Induction

All new directors are required to go through an induction process, which includes coverage of the aims of Barnardos and how they are being fulfilled; the role and duties of directors; financial and risk management. The process includes an induction pack provided to each new board member with a range of documents to assist the director to learn more about Barnardos services, Board procedures and governance.

Directors meet with the Chief Executive, other members of the Executive Management Team and other staff. All new directors are encouraged to visit one or more of our projects, in order to gain a better understanding of the services Barnardos provides. Board members are advised of relevant training opportunities as they arise. When required, further training is arranged for individual directors or for the Board as a whole.

## Conflicts of Interest

Barnardos has a Conflicts of Interest policy which was updated and approved by the Board in 2019. The policy applies to Board and Sub-Committee members and senior managers who are required to make annual declarations of any conflicts of interest. Only non-conflicted Board members will decide what further role a conflicted director will take on that matter. All details regarding the conflict of interest including the action arising will be recorded in the minutes. If it is found that this person has failed to disclose a conflict of interest, the Board may take action against the person. This may include seeking the person's resignation from Barnardos. A standing conflict of interest agenda item was included for Board meetings and introduced to most of the Sub-Committees during the year, it will continue to be implemented in the remaining Sub-Committees in 2020.

The conflicted Board member may engage or continue to engage with Barnardos on non-conflicted matters.

All Directors, Sub-Committee members and Senior Managers are required to complete an annual declaration of interests form. No conflicts of interest were deemed in 2019. One Board member during 2019, was a previous employee of Barnardos and is now in receipt of a Barnardos pension relating to that employment. This is not considered to be a conflict of interest, with no bearing on their role as Director. Similarly there is no deemed conflict of interest where a serving Director is a former employee of KPMG, who are Barnardos auditors.

## Protected Disclosures

Barnardos has a protected disclosures policy in place to promote the disclosure of information relating to wrongdoing in the workplace. The policy is reviewed by the Board every three years, the next review will be in 2021. The policy offers protection for workers from penalisation in circumstances where they make a protected disclosure or "whistle blow" about concerns they may have about work, standards of practice or other areas of malpractice, dangerous, illegal or improper activity. No disclosures were made during 2019.

## Decision making

The Board ensures that the activities of Barnardos are consistent with its charitable objectives and aims. There are clear and formal distinctions between the roles of the Board of Directors and the Executive Management Team, to which day-to-day management is delegated. Matters such as policy, strategic planning, and budgets are drafted by the Executive Management Team for consideration and approval by the Board, who then monitor the implementation of these plans.

The Executive Management Team are the Key Management Personnel of Barnardos. Suzanne Connolly is the CEO of Barnardos. The Executive Management Team comprises:

- Chief Executive Officer,
- Director of Children's Services,
- Director of HR & Communications,
- Director of Finance, IT & Governance, and
- Director of Fundraising & Retail.

A new Director of Finance, IT and Governance was appointed following a competitive interview process during 2019.

## Remuneration and performance management

Barnardos remuneration aims to match the relevant job market within the bounds of fiscal responsibility. Barnardos pays all staff in accordance with pay scales. This ensures that there is no difference in pay for men and women based on gender, as all are paid in accordance with those pay scales. There are a number of pay scales in Barnardos which take cognisance of the HSE/Tusla pay scales for similar roles and the majority of staff are paid in accordance with these scales. Barnardos has implemented the Living Wage approach.

Barnardos mean gender pay gap is -2%, which indicates that women in the organisation are paid slightly more than men. A large proportion (89%) of the staff are women, of which 71% work four days or less, reflecting work life balance choices, while the similar proportion of men working four days or less is 28%. The median pay gap of -7%, is consistent with the mean pay gap and reflects the higher proportion of women at all pay levels across Barnardos. The quartile analysis below further demonstrates this, showing a very high proportion of women across all pay quartiles.

### Barnardos Gender Split by Pay Quartile

Quartile	1	2	3	4
% Males	16%	6%	3%	13%
% Females	84%	94%	97%	87%

### Board Evaluation

In follow up to the self-assessment by the Board of its role and effectiveness in 2018, the Board initiated steps to commence external evaluations every three years from 2020. A key recommendation from the 2018 review was to increase the opportunities for visits to our services for Board members. During 2019, project visits were organised to our services in Tallaght and Finglas, which were attended by a number of Board members. Additionally, a Board meeting was held at our service location in Mulhuddart in October 2019. These project visits will continue in 2020 to build on the Board members' depth of understanding of the work of Barnardos.

### Standards

Barnardos Board of Directors is committed to maintaining high standards of corporate governance. Barnardos is a strong proponent of ethical fundraising, good governance and transparent financial reporting and is a Triple Locked member of the Charities Institute Ireland (CII), whose aim is to enhance trust and to foster a vibrant independent charity sector. Our Board has formally adopted and monitors compliance with:

- *Guidelines for Organisations on Fundraising from the Public* Barnardos staff, volunteers and others fundraising on behalf of Barnardos are trained in line with the guidelines. Controls are in place to ensure fundraising practices are in line with the guidelines. The Guidelines are reviewed annually.
- *The Governance Code for the Community and Voluntary Sector* has been adopted and in place in Barnardos. The standards associated with the six principles of governance as laid out in the voluntary code have been met. Barnardos is assessing and reviewing the requirements for the recently released Governance Code as devised by the Charities Regulator with the aim of adopting the code within the timelines noted by the Charities Regulator.
- In addition, Barnardos prepares an annual report and financial statements in full compliance with the *Charities SORP (Statement of Reporting Practice under FRS102)* each year and makes them available to the public on our website. The 2018 annual report and financial statements were awarded the "Sustained Excellence in Reporting Award" at the Published Accounts Awards 2019, by the Institute of Chartered Accountants Ireland, further recognition of the high standards Barnardos strives to achieve in all areas.

### Code of Conduct

Barnardos Board adheres to and have signed up to the Barnardos Board Members Code of Conduct, which underpins all of our actions. The Code of Conduct is based on the following values:

- Selflessness,
- Integrity,
- Objectivity,
- Accountability,
- Openness,
- Honesty & Loyalty, and
- Leadership.

All new Directors are requested to read and sign the Board Members Code of Conduct as part of the induction process. The code of conduct is reviewed on a regular basis by the Board.



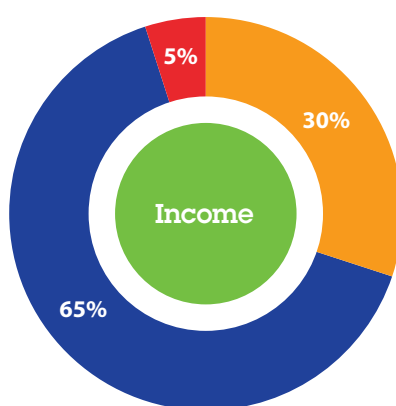
# FINANCIAL REVIEW

## The financial outcome for 2019 is set out in the statement of financial activities.

In 2019, the total income for Barnardos was €25.2 million. Our expenditure for the year totalled €24.7 million, resulting in a surplus for the year of €0.5 million. Work continued in 2019, following a financial review in 2018, to save costs. These cost savings, in conjunction with significant efforts to increase income through fundraising activities and other income sources generated this modest surplus. The surplus in 2019 helped to partially restore Barnardos reserves which had been eroded by the deficit of €1.4m in 2018. The Department of Children and Youth Affairs has commenced legislation to set up an Executive Office for all Guardian ad Litem (GAL) services. The outcome of the legislation will be that the Barnardos GAL service will close, once the Executive Office is operational and this will result in a reduction in income for Barnardos.

### Income

Total income at €25.2 million was €1.4 million higher than the income levels achieved in 2018. This increase is split between donations and legacies income and income from charitable activities. The breakdown of the income streams in Barnardos, during 2019, can be seen in the following pie chart.



- Donations and legacies
- Charitable activities
- Other trading activities

### Donations and Legacies

Income from donations and legacies comprises donations from individual donors, corporate donors, trusts and foundations. In 2019, we received €7.6 million from this income stream. This represents an increase of 11 per cent when compared to 2018. This increase has been essential to enable us to continue to deliver our vital services, which have been under resourced, due to the historic cuts in statutory funding.

Our committed and cash giving line, within donations and legacies, increased by four per cent and continued to be the largest income stream included in donations and legacies. This increase is primarily driven by the greater focus on this area over the last number of years.

### Charitable Activities

In 2019, Barnardos received a total of €16.4 million in grants for charitable activities. This represents a 4.5 per cent increase from 2018 levels, which in primarily due to an increase in service provision.

Tusla, the Child and Family Agency, was the single largest donor in 2019 - providing €9.5 million or 58 per cent of total statutory grant income.

### Other Trading Activities

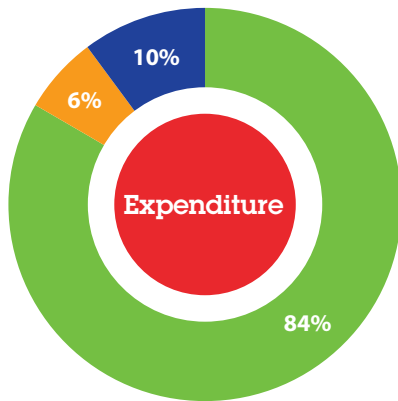
Income from other trading activities was €1.2 million in 2019. This represents a five per cent decrease from 2018 levels. Included in this figure is retail income of €1 million relating to Barnardos' charity shops. Barnardos has seven shops nationwide and, as can be seen in note 2 (d) to the financial statements, the net contribution from the shops in 2019 was €0.05 million.

Income from memberships, publications and training remained static at €0.2 million in 2019.

### Expenditure

Total expenditure at €24.7 million represents a decrease of €0.5 million from 2018.

The breakdown in expenditure, during 2019, is portrayed in the following chart.



- Direct charitable expenditure
- Retail
- Cost of generating funds

### Raising Funds

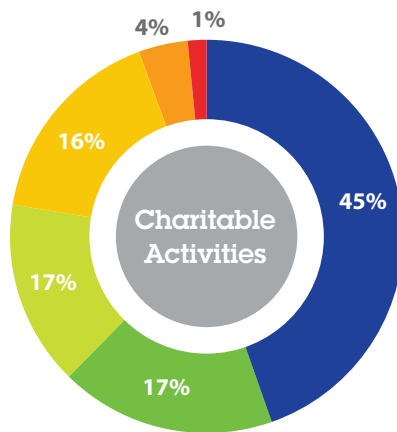
Expenditure on raising funds totalled €4 million in 2019. This represents a decrease of 7 per cent when compared to 2018. The reduction was due to less of a spend on fundraising activities and the reduction of costs associated with shops, with the closure of the Rathmines shop and lower costs associated with the new Dalkey shop.

### Charitable Activities

Expenditure on charitable activities in 2019, as outlined in the figure below, totalled €20.7 million, a 0.1 per cent decrease from 2018. There was an increase in our spend on services over 2019 compared to 2018, which was offset by the lower costs incurred in advocacy.

Barnardos combined our advocacy activities into a research and policy function to further influence the drive to support evidence based policy making. The comparative expenditure in 2018 on the LOST campaign was a once off reduction year on year.

As can be seen in note 3(b) to the financial statements, Family Support and Early Years services account for 62 per cent of our total investment in services.



- Family support
- Early years
- Specialist services
- Guardian ad litem
- Learning and development
- Research and policy

### Support Costs

The total costs in relation to raising funds and charitable activities include attributable support costs. These support costs include the key services of finance, governance, human resources and information technology. These services play a crucial role in providing core organisational support for the delivery of our services and ensuring Barnardos continues to deliver governance practices and organisational procedures at a suitably high level.

Our total support costs for 2019 amounted to €1.8 million, a four per cent increase from 2018 levels. However, as can be seen in note 3 (c) to the financial statements, the increase is distorted by the release of accruals in 2018. Leaving aside these accrual releases, support costs decreased by six per cent in 2019.

### Key Financial Performance Indicators

There are a number of key financial performance indicators which, taken together, are used by management and the Board as a measure of performance and financial strength. These are set out below:

Indicator	2019	2018
Return on fundraising spend	3.08	2.53
Support costs as a percentage of total costs	7.2%	7.5%
Free reserves holding	9.2 weeks	7.3 weeks

- Return on fundraising spend essentially measures how much we get back for each euro spent on fundraising (excluding retail). In 2019, this return increased due to an increase in fundraising income.
- Support costs (excluding accrual release/provision) as a percentage of total costs illustrates how much of total expenditure is absorbed by essential but non core activities and functions. In 2019, this percentage decrease was primarily due to a reduction in support posts in 2019.
- Free reserves (unrestricted funds less the carrying value of tangible assets and associated capital restrictions) is a measure in weeks of how much resources Barnardos has available to draw down in order to continue its work in the event of an economic downturn. In 2019, the free reserve holding increased to 9.2 weeks which is within the limits of our reserves policy.
- Overall, we are satisfied with the financial performance for the year and that measures taken to reduce expenditure have had a positive impact on these indicators in 2019.

## Investments

The overall investment strategy of Barnardos is to ensure that funds, not immediately required for operational purposes, are invested for the maximum return possible while ensuring that risk is minimised and ethical standards are met. Funds are held in cash or term deposits in line with the policy to ensure the capacity of Barnardos to meet their financial obligations as they fall due, the smooth operations of the Charity and to safeguard funds received. Holding limits are in place to ensure deposits do not exceed approved percentage holdings, of those deposits with any one financial institution.

Barnardos engages the services of a suitably qualified investment advisor to provide unbiased and impartial investment advice in accordance with Barnardos investment policy.

Barnardos may not invest in bonds, commercial papers or any other instruments which may be issued or underwritten by financial institutions. Any decision to invest in Irish and EMU State Securities must be preapproved by the Finance Committee.

At the 31 December 2019, these funds were invested in fixed term interest bearing deposits with a maturity of between 30 and 365 days. In line with the cash holding limits set out in our investment policy, cash and short-term investments were spread across a number of financial institutions.

## Retirement Benefits

Barnardos operates two retirement schemes as outlined below:

### Defined Contribution Pension Scheme

All staff who joined Barnardos since 1 January 2000, can opt to join the defined contribution pension scheme. The employee contributes a minimum of four per cent and the Charity contributes six per cent of pensionable pay. Employees have the option to make Additional Voluntary Contributions.

At the 31 December 2019, there were 208 active members and 126 members deferred, with a total of 334 members.

### Defined Benefit Pension Scheme

Barnardos operates a defined benefit pension scheme, which has been closed to new members since 1999. As set out in note 13 to the financial statements, there was a deficit in the scheme of €0.2 million at the end of 2019. As agreed with the scheme Trustees, and in line with the funding proposal that was submitted to and approved by the Pensions Board in 2019, Barnardos contributed 27 per cent of pensionable salaries (which includes an employee contribution of six per cent) plus a fixed monthly contribution of €0.01 million to the scheme in 2019.

At the 31 December 2019, there were four active members, 14 members deferred and 44 pensioners in the scheme.

## Reserves

The Board has the responsibility for establishing an appropriate reserve policy. It is Barnardos policy to retain sufficient reserves to safeguard the continuity of its operations, while committing the maximum possible resources to its current services. The total reserves of €9.7 million at 31 December 2019 falls into two categories:

### Restricted funds

Restricted funds represent income received that can only be used for particular purposes. Such purposes are within the overall aims of Barnardos. It is Barnardos policy to fully apply such funds for the purposes for which they were donated as quickly as possible. Restricted reserves at 31 December 2019 was €0.4 million.

### Unrestricted funds

Unrestricted funds at 31 December 2019 was €9.3 million - these are funds that have no specific restrictions attached to them but are categorised as follows:

- General unrestricted funds are funds for use at the discretion of the Board in furtherance of the objectives of Barnardos. Where balances arise at the year end, these funds are generally utilised in the upcoming financial year.
- Designated funds represent amounts that Barnardos has, at its discretion, set aside for specific purposes, which would otherwise form part of the general unrestricted funds of the Charity. At the end of 2019, funds had been designated for specific purposes as follows:

- The carrying value of tangible assets for use by Barnardos less associated capital restrictions.
- Funds set aside to cover the planned deficit on unrestricted funds in 2020.
- The net amount that the Board has agreed to be set aside to ensure that it can protect Barnardos ongoing programme of work.

### Monitoring of reserves

The level and adequacy of reserves are reviewed at least annually by the Finance and the Audit and Risk Committees and this review is brought to the Board for approval, as part of the Annual Report approval process.

The key performance indicator established by the Board to monitor Free Reserve levels (which are unrestricted funds less the carrying value of tangible assets and associated capital restrictions) is a holding of between 7 to 10 weeks of Barnardos budgeted operating costs for the coming year.

Where Reserves fall outside of this range the Board requires Management to prepare a plan to address the issue within a reasonable timeframe. This plan must be approved by the Board.

As noted in the KPI section, in 2019, the free reserve holding increased to 9.2 weeks which is within the limits of our reserves policy and necessary to reverse the financially unsustainable previous trend of reducing reserves.

### Financial Outlook

Financial planning and forecasting activity take place within the context of the strategic plan and organisational objectives.

As outlined in the Strategy, Achievements and Performance, a new Strategic Plan was adopted for the period 2019-2021. Part of the strategy is to work to ensure the organisation has the correct resources in place to support the new strategic direction, engaging with statutory and other funders at a local, regional and national level. This work will continue over the course of the Strategic Plan. In conjunction the Strategic Plan looks to maintain expenditure discipline to strive to provide our essential services, cost efficiently without compromising on the quality of the service for which Barnardos has an excellent reputation.

The financial impact of the strategic plan, requires Barnardos to absorb a small budget deficit of approximately €0.02 million in 2020. This deficit will be funded from reserves, while the organisation continues to stabilise the expenditure at an appropriate level and continues to explore ways to grow sustainable income, to achieve a balanced budget with service growth in future years. The structure of statutory funding set out on page 64 is an important part of this.

Income from our statutory funders for 2020 remains stable, with over 50 per cent of budgeted income already committed by the end of 2019. Like many organisations, we continue to monitor the possible negative impact that Brexit may have on our income streams and await the outcomes of the 2020 General Election and policy changes that may result from the formation of a new Government. We are actively dealing with the impact of the Covid-19 virus on our service users and staff as we deliver our vital front line services. We are scenario planning for possible financial shocks, as a result of the Covid-19 virus. There is a significant risk to our fundraising income and a resulting risk of an increase in the budgeted deficit for 2020.

### Going Concern

Based on the results for the year, the year-end financial position and the approved 2020 budget, the Board of Directors believe that Barnardos has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Board continues to adopt the 'going concern' basis in preparing the financial statements.



# RISK MANAGEMENT

**B**arnardos works with children, young people and families experiencing the effects of disadvantage. The nature of this work means that we take on a medium to high level of risk in our core activity. We aim to minimise this through our ongoing risk assessment process and controls, including the need to ensure our work is appropriately resourced, across our identified areas of risk.

A risk management plan is prepared annually, reviewed by the Audit and Risk Committee and approved by the Board. The plan identifies the key risks to Barnardos and scores these risks by how likely they are to happen and the impact they would have. The plan also identifies the controls already in place to mitigate against each risk, together with actions underway or planned to reduce the level of risk further.

Regular review of the risk management plan is an integral part of our assurance framework, feeding into the annual Internal Audit Plan. Our Internal Audit Plan ensures that controls in place are checked to see if they are operating effectively and that actions to manage risk have been completed - all findings are reported to the Audit and Risk Committee. The Audit and Risk Committee is considering some enhancements of the risk management process, to be introduced in 2020 and 2021. The following table shows a summary of risk areas and key mitigating actions in place.

AREA OF RISK	EXAMPLES OF MITIGATING ACTION
PROTECTION OF CHILDREN AND YOUNG PEOPLE	<ul style="list-style-type: none"> <li>• Mandatory child protection and welfare training,</li> <li>• Barnardos safeguarding statement is understood by all employees and is on display for all users of our services,</li> <li>• Clear child protection reporting and escalation mechanisms are in place.</li> </ul>
MAINTAINING THE QUALITY OF OUR SERVICES	<ul style="list-style-type: none"> <li>• Regular supervision and case management of direct service employees,</li> <li>• Service related policies and procedures are updated on a regular basis,</li> <li>• Evaluations are carried out to monitor the effectiveness of our work.</li> </ul>
FINANCIAL SUSTAINABILITY	<ul style="list-style-type: none"> <li>• Protected disclosures policy is in place to ensure that any instances of fraud can be reported in a confidential manner,</li> <li>• Regular financial planning including budgeting and monitoring of actual income and expenditure,</li> <li>• Ensuring that we have a broad base of fundraising initiatives to avoid over dependence on one source.</li> </ul>
INFORMATION SECURITY	<ul style="list-style-type: none"> <li>• Business Continuity and IT Disaster Recovery Policy is in place,</li> <li>• Processes and procedures are in place for dealing with breaches of Data Protection legislation,</li> <li>• Anti-virus software and firewalls are in place on all IT systems.</li> </ul>
REGULATORY AND LEGAL RISK	<ul style="list-style-type: none"> <li>• Data Protection training is part of the induction of all employees,</li> <li>• Safety Statements are in place and are updated annually for all locations,</li> <li>• Policies are in place that cover the key provisions of the main pieces of legislation that we are obliged to follow.</li> </ul>
REPUTATIONAL DAMAGE	<ul style="list-style-type: none"> <li>• Press office is in place and there is ongoing monitoring of the media,</li> <li>• Service Users Comments and Complaints policy and annual reporting to the Board are in place,</li> <li>• Web and Social Media Editorial policy published on website and Facebook.</li> </ul>

# FURTHER INFORMATION

## Vetting

Barnardos are fully compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Adults) Act 2012 which commenced in April 2016. Barnardos applies Child Protection policies, which are based on Children First Act 2015 and Children First Guidelines 2017 and best practice recruitment policies and procedures. Barnardos staff are re-vetted in line with best practice.

## Accounting Records

The Board believe that they have complied with the requirements of Section 281 to 285 of the Companies Act 2014 with regard to accounting records by employing personnel with appropriate expertise and by providing adequate resources to the financial function. The accounting records of Barnardos are maintained at Barnardos National Office, Christchurch Square, Dublin 8.

## Income from Other Geographic Areas

No income was received from other Geographic Markets, as a result no disclosure is required under the Companies Act 2014, Schedule 3, Part IV 65(2).

## Lobbying and Political Contributions

There were no political contributions in 2019 (2018: Nil) and as a result no disclosures are required under the Electoral Act 1997.

As required under the Regulation of Lobbying Act 2015, Barnardos records all lobbying activity and communications engaged in with the Designated Public Officials. It has made all the returns and submissions required by the Act.

## Post Balance Sheet Events

There have been no events subsequent to the year-end that require an adjustment to or additional disclosure in the 2019 financial statements.

## Relevant Audit Information

The Board believe that they have taken all steps necessary to inform themselves of any relevant audit information and have established that the Charity's statutory auditors are aware of that information. In so far as they are aware, there is no relevant audit information of which the Charity's statutory auditors have not been provided.

## Tax Clearance

Barnardos complies with Circular 44/2006 "Tax Clearance Procedures Grants, Subsidies and Similar Type Payments" by providing the tax clearance access number, to grant providers when requested.

## Auditor

The Auditor, KPMG has agreed to continue in office under Section 383(2) of the Companies Act 2014. A resolution proposing their reappointment will be put to the Annual General Meeting.

## Directors' Compliance Statement

The Directors acknowledge that they are responsible for securing the Company's compliance, with the relevant obligations, as defined in the Companies Act 2014, and as required by Section 225 of that Act. They confirm that:

- A compliance policy document has been drawn up, that sets out policies that in their opinion, are appropriate to the Company respecting compliance, by the Company, with its relevant obligations;
- Appropriate arrangements or structures are in place that are, in their opinion, designed to secure material compliance with the Company's relevant obligations; and
- During the financial year, the arrangements or structures referred to above have been reviewed.

# PLANS FOR THE FUTURE

2020 sees us reach the midpoint of our current Strategic Plan 2019-2021 and we are continuing to focus on delivery of our short term objectives as laid out earlier. This will include a focus in 2020 on:

- The provision of trauma informed training to all Barnardos staff,
- Parents and children's advisory groups commenced to ensure that service user voice is informing our trauma informed practice,
- Barnardos Family Support Approach to Addiction written up and disseminated and Barnardos individual work with children programme written up and rolled out,
- The registering of all our early years centres along with a Siolta revalidation process completed,
- Continued service expansion to reach more children and families and a continued focus on our family support, early years and specialist services compliance with requirements of SAs,
- Barnardos knowledge and experience shared across sector through early years and school age related publications, the provision of external training events, library resources, and Siolta mentoring and validation, and
- Preparations for the transition of the Guardian ad Litem services into the Department of Children and Youth Affairs (currently scheduled for January 2021).

Barnardos along with other organisations in the Community and Voluntary (C&V) Sector is dealing with a considerable amount of uncertainty from early in 2020.

The February 2020 General Election results failed to produce a working majority and created a delay around the formation of a new Irish government.

At the time of writing, this delay has been compounded by the outbreak of the Corona COVID-19 pandemic. Our priority at the current time continues to be the provision of services (the nature of which have been adapted to current circumstances) and the provision of all the other organisational supports that are needed to maintain our services. We will continue to deliver imaginative and responsive services in these unprecedented times and we are committed to exploring and providing solutions for our service users whilst ensuring our staff stay abreast of current advice and best practice to protect themselves and our service users from the Corona COVID-19 virus.

As a backdrop to this, we continue to operate in difficult financial circumstances, as do others in the C&V sector who are similarly funded by Tusla (and previously the HSE). Cuts in statutory funding made ten years ago (2009) for the services we deliver, on behalf of the State via Service Arrangements (SAs) under *Section 56 of the Child and Family Agency Act 2013* to enable the Government to fulfil its statutory obligations, have never been restored and a continued freeze on cost of living increases remains in place despite the economic recovery. The freeze on cost of living increases has meant that funding has continued to decline in real terms, year on year. The main consequences of this across

the sector mean that opportunities for early interventions and supports are being missed. Early intervention with access to locally based support services can address problems earlier thus reducing the draw on more costly services. In the longer-term, as problems manifest in areas like criminal justice, health and employment support, the costs escalate and the present value of costs is likely to far outweigh the present value of the cost-savings.

The main consequence for Barnardos is that without the steady growth of our voluntary fundraising, the reduced statutory funding would have meant reductions in services, and on an ongoing basis is inhibiting our ability to plan and grow for the future. Despite calls in 2019 for this to be addressed, this has not happened and we continue to operate with the conundrum of the losses on our statutory contracts increasing with the more statutory funded work that we do. Barnardos continues to call for:

- An increase in family support services to meet the needs of children and families,
- A commitment from State agencies to covering the full cost of services commissioned on behalf of the State under Service Arrangements (SAs), including the costs of meeting the compliance requirements of funders, and
- A move to multi-annual budgets of 3-5 years in duration to facilitate strategic service planning, continuous improvement of services to meet evolving needs, and the recruitment and retention of experienced staff.





# STATEMENT OF DIRECTORS' RESPONSIBILITIES

**T**he Board of Directors are responsible for preparing the Directors' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, they have elected to prepare financial statements in accordance with The Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS 102), including the requirement of the Charities Statement of Recommended Practice.

Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Company, and of the surplus or deficit of the Company, for the year. In preparing these financial statements, the directors 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

- Assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- Use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

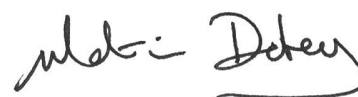
The Board of Directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position and profit or loss of the Company and enable them to ensure that the financial statements comply with the Companies Act 2014. They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities. The directors are also responsible for preparing a directors' report that complies with the requirements of the Companies Act 2014.

The Board of Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board



**Miriam Hughes**  
Chairperson



**Martin Dobey**  
Treasurer

**22 April 2020**

# INDEPENDENT AUDITORS' REPORT

to the Members  
of Barnardos  
– Republic  
of Ireland CLG

## 1. Report on the audit of the financial statements

### Opinion

We have audited the financial statements of Barnardos – Republic of Ireland CLG ('the Company') for the year ended 31 December 2019 set out on pages 58 to 75, which comprise the Statement of Financial Activities, Balance Sheet, Cash-flow Statement and related notes, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, including the requirement of the Charities Statement of Recommended Practice.

In our opinion, the accompanying financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2019 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, including the requirement of the Charities Statement of Recommended Practice; and

- have been properly prepared in accordance with the requirements of the Companies Act 2014.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) 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 are independent of the Company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### We have nothing to report on going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

### Other information

The directors are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the directors' report, the financial review and the plans for the future. The financial statements and our auditor's report thereon do not comprise part of the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Based solely on our work on the other information, we report that:

- we have not identified material misstatements in the directors' report;
- in our opinion, the information given in the directors' report is consistent with the financial statements;
- in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014.

### Opinions on other matters prescribed by the Companies Act 2014

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

### Matters on which we are required to report by exception

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

## 2. Respective responsibilities and restrictions on use

### Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 55, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the 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 they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

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 (Ireland) 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.

A fuller description of our responsibilities is provided on IAASA's website at [https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf).

### The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members 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 Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Colm O'Sé**  
for and on behalf of KPMG  
Chartered Accountants, Statutory  
Audit Firm

1 Stokes Place,  
St. Stephens Green,  
Dublin 2

22 April 2020



# STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

for the year ended 31 December 2019

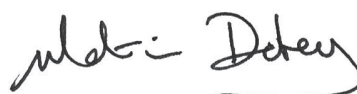
		2019	2019	2019	2018
		Unrestricted	Restricted	Total	Total
		Funds	Funds	Funds	Funds
	Note	€000	€000	€000	€000
<b>INCOME FROM</b>					
Donations and legacies	2(a)	5,785	1,832	<b>7,617</b>	6,879
Charitable activities	2(b)	-	16,361	<b>16,361</b>	15,650
Other trading activities	2(c)	1,207	19	<b>1,226</b>	1,284
Investments	2(e)	4	-	<b>4</b>	6
Other	2(f)	-	-	-	26
<b>Total income</b>		<b>6,996</b>	<b>18,212</b>	<b>25,208</b>	<b>23,845</b>
<b>EXPENDITURE ON</b>					
Raising funds	3(a)	3,421	589	<b>4,010</b>	4,310
Charitable activities	3(b)	2,925	17,749	<b>20,674</b>	20,880
<b>Total expenditure</b>		<b>6,346</b>	<b>18,338</b>	<b>24,684</b>	<b>25,190</b>
Tax payable		-	-	-	-
<b>Net income/(expenditure) for the year</b>		<b>650</b>	<b>(126)</b>	<b>524</b>	<b>(1,345)</b>
<b>OTHER RECOGNISED GAINS AND LOSSES</b>					
Actuarial loss on defined benefit pension scheme	13(b)	(183)	-	<b>(183)</b>	(99)
<b>Net movement in funds</b>		<b>467</b>	<b>(126)</b>	<b>341</b>	<b>(1,444)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward	14(a)	8,902	490	<b>9,392</b>	10,836
<b>Total funds carried forward</b>		<b>9,369</b>	<b>364</b>	<b>9,733</b>	<b>9,392</b>

All income is in respect of continuing operations.

On behalf of the Board



Miriam Hughes  
Chairperson



Martin Dobey  
Treasurer

22 April 2020

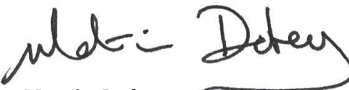
# BALANCE SHEET

as at 31 December 2019

	Note	2019 €000	2019 €000	2018 €000	2018 €000
<b>FIXED ASSETS</b>					
Tangible assets	6		<b>5,588</b>		5,992
			<b>5,588</b>		5,992
<b>CURRENT ASSETS</b>					
Debtors	7	<b>824</b>		1,179	
Investments	8	<b>1,000</b>		2,400	
Cash at bank and in hand	9	<b>6,614</b>		3,702	
<b>Total current assets</b>		<b>8,438</b>		7,281	
<b>CURRENT LIABILITIES</b>					
Creditors: amounts falling due within one year	10	<b>(3,239)</b>		(2,884)	
<b>Net current assets</b>			<b>5,199</b>		4,397
<b>Total assets less current liabilities</b>			<b>10,787</b>		10,389
Provision for liabilities	12		<b>(848)</b>		(864)
<b>Net assets excluding pension liability</b>			<b>9,939</b>		9,525
Defined benefit pension scheme liability	13(b)		<b>(206)</b>		(133)
<b>Total net assets</b>			<b>9,733</b>		9,392
<b>THE FUNDS OF THE CHARITY</b>					
Unrestricted funds	14(a)		<b>9,369</b>		8,902
Restricted funds	14(a)		<b>364</b>		490
<b>Total Charity funds</b>			<b>9,733</b>		9,392

On behalf of the Board

  
**Miriam Hughes**  
 Chairperson

  
**Martin Dobey**  
 Treasurer

22 April 2020

# CASH FLOW STATEMENT

for the year ended 31 December 2019

	Note	2019 €000	2018 €000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net income/(expenditure) for the year		524	(1,345)
<b>Adjust for profit on disposal of assets and impairment (non cash)</b>			
Depreciation charge	5	420	447
Profit on disposal of tangible assets	5	-	(26)
Decrease in trade and other debtors	7	355	219
Increase in trade and other creditors	10	355	572
Decrease in provisions for liabilities	12	(16)	(322)
Increase/(decrease) in pension scheme deficit	13(b)	73	(12)
Pension scheme actuarial loss	13(b)	(183)	(99)
Interest receivable and similar income	2(e)	(4)	(6)
<b>Net cash provided by/(used in) operating activities</b>		<b>1,524</b>	<b>(572)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest receivable and similar income	2(e)	4	6
Net movement in investments	8	1,400	(1,495)
Acquisition of tangible assets	6	(16)	(338)
Disposal of tangible assets	5	-	26
<b>Net cash provided by/(used in) investing activities</b>		<b>1,388</b>	<b>(1,801)</b>
<b>Net cash from financing activities</b>		<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents in the year</b>		<b>2,912</b>	<b>(2,373)</b>
Cash and cash equivalents at the beginning of the year		3,702	6,075
<b>Cash and cash equivalents at the end of the year</b>	9	<b>6,614</b>	<b>3,702</b>

# NOTES

forming part of the financial statements

## 1. Statement of accounting policies for the year ended 31 December 2019

### BASIS OF PREPARATION

The financial statements are prepared in accordance with Financial Reporting Standard 102 (FRS102), the financial reporting standard applicable in the UK and Republic of Ireland. There has been no material departure from the standard.

The Charity has applied the Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland.

As permitted by section 291(3)(4) of the Companies Act 2014, the Charity has varied the standard formats specified in that Act for the Statement of Financial Activities, the Balance Sheet and Cash Flow Statement. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with sections 4.7, 10.6 and 15.2 of that SORP.

Barnardos is a Company Limited by Guarantee (registered number 141526), and is a registered charity (revenue charity number CHY6015, charity registered number 20010027). The Charity's registered office is at 4 Christchurch Square, Dublin 8. The Company, as a charity, is exempt from the reporting and disclosure requirements of sections 325(1)(C) and 329 of the Companies Act 2014. Barnardos meets the definition of a public benefit entity under FRS 102.

The financial statements have been prepared under the historical cost convention, except for pension scheme assets which are measured at fair value. The financial statements have been prepared on a going concern basis (as outlined in the Directors' report on page 50).

The presentation currency of these financial statements is Euro. All amounts

in the financial statements have been rounded to the nearest €1,000.

### SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

In determining the carrying amounts of certain assets and liabilities, the Board makes assumptions regarding the effects of uncertain future events on those assets and liabilities at the balance sheet date. The Board's estimates and assumptions are based on historical experience and expectations of future events and are reviewed periodically. Assumptions concerning the future and other estimations, which may result in a material adjustment in the following year, relate to the defined benefit pension scheme as set out in note 13(b).

### INCOME

Income is recognised in the Statement of Financial Activities only when the Charity is legally entitled to the income, the amounts involved can be measured with sufficient reliability and it is probable that the income will be received by the Charity.

All income is recorded on a gross basis.

Where income has been received in advance, it is deferred until the conditions (for recognising this income) are met. Where income has not yet been received, but all criteria for recognition has been satisfied, the income is accrued as a debtor in the balance sheet.

### Donations and legacies

This income (which consists of monetary donations from the public, corporates, trusts, legacies, major donors and related tax refunds), is recognised in the period the Charity is entitled to the resource, when receipt is probable, and when the amount can be measured with sufficient reliability. In the case of monetary donations from the public, this income is recognised when the donations

are received. Legacies are recognised when confirmation of unconditional entitlement to the legacy is received. Tax refunds are recognised when all legislative requirements, required for the refund, have been met and the amounts can be measured with reasonable certainty.

Grants from corporates, trusts and major donors are recognised on the same basis as grants from statutory sources.

### Charitable activities

Income categorised under charitable activities comprises of grants from statutory and other sources.

Grants from statutory and other sources are recognised as income when the Charity is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreement.

All statutory grants are treated as restricted income.

### Income from other trading activities

Income from other trading activities comprises of retail income (income from the sale of donated goods through shops) and income from memberships, publications and training. Income is recognised net of value added tax (where applicable) and in the case of shops, when ownership of the goods transfers to the customers.

### Interest receivable

Interest receivable and similar income include interest receivable on funds invested. Interest income is recognised in the statement of financial activities as it accrues, using the effective interest rate method.

### DONATIONS IN KIND

Donated goods and services are included as income at their estimated value to the Charity when received,

# NOTES

forming part of the financial statements (continued)

## 1. Statement of accounting policies for the year ended 31 December 2019 (continued)

where a reliable basis of valuation exists, and under the appropriate expenditure heading depending on the nature of the goods or service provided, at the same value and time.

Donated goods for resale (in the Charity's shops) are recognised within retail income when the items are sold.

In accordance with the Charities SORP, general volunteer time is not recognised.

### EXPENDITURE

Expenditure is analysed between raising funds and charitable activities. The costs of each activity are separately accumulated, separately disclosed and analysed according to their major components.

Expenditure is recognised when a legal or constructive obligation exists as a result of a past event, a transfer of economic benefits is required in settlement and the amount of the obligation can be reliably measured.

Communications costs of public campaigns, together with related salary costs, which are undertaken to meet the dual purposes of raising funds and of promoting awareness of issues related to children, are split between costs of raising funds and costs of charitable activities on an appropriate basis.

### Raising funds

Costs of raising funds comprise the costs incurred in fundraising and retail, including the costs of advertising, producing publications, printing and mailing fundraising material, retail related expenses, staff costs and an allocation of support costs. All costs of raising funds are recognised on an accruals basis.

### Charitable activities

Resources expended on charitable activities comprise all the resources

applied by the Charity in undertaking the work to meet its charitable objectives. These costs include direct costs of undertaking these activities together with the support costs incurred to enable these activities to be undertaken. All costs of charitable activities are recognised on an accruals basis.

### Support costs

Support costs, which cannot be attributed directly to one activity, are allocated to activities in proportion to the estimated support received.

The cost driver used for the allocation of support costs is salary expenditure.

Support costs include human resources, finance, information technology and governance.

Governance costs are the costs associated with the governance arrangements and statutory requirements of the Charity. These include costs related to strategic planning, data protection, defined benefit pension costs, audit and costs incurred due to legal and statutory requirements.

### Employment costs

Employee benefits include all costs incurred by the Charity in exchange for the services of its employees. Expenditure is recognised for all employee benefits resulting from their service to the Charity during the reporting period. A liability is recognised for the cost of all benefits to which employees are entitled at the reporting date that have yet to be paid.

Redundancy costs are recognised in the Statement of Financial Activities when there is a demonstrable commitment to termination, with provision for future redundancy costs measured at the best estimate of the expenditure that would be required to settle the obligation at the reporting date.

### TAXATION

No current or deferred taxation arises as the Charity has been granted charitable exemption by the Revenue authorities. Irrecoverable value added tax is expensed as incurred.

### OPERATING LEASES

Operating lease rentals are charged to the Statement of Financial Activities as incurred.

### TANGIBLE ASSETS

Tangible assets are stated at cost less accumulated depreciation. Depreciation is calculated to write off the original cost of tangible assets, less their estimated residual value, over their expected useful lives, at the following annual rates:

Freehold land and buildings - 2%

Leasehold land and buildings - 2% & 4%

Furniture, fittings and equipment - 20%

Computers and software - 20%

Motor vehicles - 15%

Depreciation is provided for a full year in the year of acquisition and none in the year of disposal.

Computer equipment comprises non-recurring software costs and expenditure on telecommunications and server upgrades.

### STOCK

Unsold donated items (which have been donated to the Charity's shops) are not valued and included as closing stock on the Balance Sheet since their cost is nil and their value is uncertain until sold.

### DEBTORS

Debtors are recognised at the settlement amount due.



# NOTES

forming part of the financial statements (continued)

## 1. Statement of accounting policies for the year ended 31 December 2019 (continued)

Prepayments are valued at the amount prepaid net of any trade discounts due.

Income recognised by the Charity from statutory and institutional sources, but not yet received at the year end, is included in debtors.

### CASH AT BANK AND IN HAND

Cash at bank and in hand is comprised of cash on deposit at banks requiring less than 3 months notice of withdrawal. These are carried at fair value.

### INVESTMENTS

Investments are highly liquid cash equivalents that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

### CREDITORS

Creditors are recognised at their settlement amount.

Funds already received from donors that do not meet the criteria for recognition as income, are shown in creditors, as deferred income.

### FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Financial assets, measured at amortised cost, comprise of trade debtors, other debtors, short term investments and cash at bank.

Financial liabilities, measured at amortised cost, comprise of trade creditors, PAYE/PRSI creditor, VAT creditor and other creditors.

### PROVISIONS

Provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated.

Provisions are recognised at their present value where the time value of money is deemed significant.

### RETIREMENT BENEFITS

#### Defined contribution scheme

A defined contribution pension scheme is a post-retirement benefit scheme under which the Charity pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts.

Pension benefits for members of this scheme are funded over the employees' period of service by way of contributions which are charged to the Statement of Financial Activities as they become payable.

#### Defined benefit scheme

A defined benefit scheme is a post-employment benefit scheme other than a defined contribution scheme. The Charity's net obligation in respect of the defined benefit scheme is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. The difference between the fair value of the scheme's assets and the actuarially assessed present value of the scheme's liabilities, calculated using the projected unit method, is disclosed as a liability in the balance sheet.

The Charity determines the net interest expense on the net defined benefit liability for the period by applying the discount rate, as determined at the

beginning of the annual period, to the net defined benefit liability taking account of changes arising as a result of contributions and benefit payments.

Changes in the net defined benefit liability arising from employee service rendered during the period, net interest on net defined benefit liability, benefit changes, curtailments and settlements during the period are recognised in the Statement of Financial Activities.

Re-measurement of the net defined benefit liability is recognised in other gains and losses in the period in which it occurs.

### FUND ACCOUNTING

There are two types of funds maintained as follows:

Restricted funds represent income which can only be used for particular purposes as specified by donors.

Unrestricted funds are comprised of general funds and designated funds. General funds are expendable at the discretion of the organisation in furtherance of the objectives of the charity while designated funds are a portion of the unrestricted funds that have been set aside for a particular purpose.

Income is treated as being general and unrestricted, unless a donor has specified the manner in which the donation is to be spent, in which case it is treated as restricted income.

The Charity's policy is to only retain sufficient reserves to safeguard the continuity of its services, thereby committing the maximum possible resources to its current services. The Board reviews the level of reserves held periodically and the last review was done in December 2019 in conjunction with the approval of the 2020 budget.

# NOTES

forming part of the financial statements (continued)

## 2. Income

(a) Donations and legacies	2019			2018		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Committed and cash giving	4,246	30	<b>4,276</b>	4,076	29	4,105
Partnerships, national campaigns & community events *	1,210	59	<b>1,269</b>	1,159	58	1,217
Philanthropy **	50	1,070	<b>1,120</b>	61	681	742
Legacies	279	20	<b>299</b>	186	2	188
Community employment scheme - shops (Note 2(d))	-	589	<b>589</b>	-	554	554
Donated goods and services ***	-	64	<b>64</b>	-	73	73
<b>Total</b>	<b>5,785</b>	<b>1,832</b>	<b>7,617</b>	<b>5,482</b>	<b>1,397</b>	<b>6,879</b>

\* - Partnerships, national campaigns & community events was previously called Corporate, events & schools.

\*\* - Philanthropy combines Trusts & Foundations and Major Donors.

\*\*\* - Donated goods and services comprises of professional services received and of retail, food and entertainment vouchers which have been distributed to families engaged in our services.

### (b) Charitable activities - grants from statutory and other sources

	2019			2018		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Tusla (Child & Family Agency)	-	9,515	<b>9,515</b>	-	8,513	8,513
Service income Guardian ad Litem (GAL)	-	3,421	<b>3,421</b>	-	3,277	3,277
Pobal	-	1,374	<b>1,374</b>	-	1,801	1,801
Health Service Executive (HSE)	-	889	<b>889</b>	-	933	933
Community employment scheme - services	-	285	<b>285</b>	-	295	295
City/County Councils	-	220	<b>220</b>	-	169	169
Department of Children & Youth Affairs	-	219	<b>219</b>	-	218	218
Other fees and grants	-	217	<b>217</b>	-	207	207
Department of Education & Skills	-	127	<b>127</b>	-	141	141
Education & Training Board Ireland	-	57	<b>57</b>	-	53	53
Department of Justice	-	37	<b>37</b>	-	43	43
<b>Total</b>	<b>-</b>	<b>16,361</b>	<b>16,361</b>	<b>-</b>	<b>15,650</b>	<b>15,650</b>

Further details of income from statutory funders is set out in Appendix 1.

### (c) Other trading activities

	2019			2018		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2 (d))	1,000	-	<b>1,000</b>	1,060	-	1,060
Memberships, publications and training	207	19	<b>226</b>	205	19	224
<b>Total</b>	<b>1,207</b>	<b>19</b>	<b>1,226</b>	<b>1,265</b>	<b>19</b>	<b>1,284</b>

# NOTES

forming part of the financial statements (continued)

## 2. Income

(d) Retail operations - Charity shops	2019	2019	2019	2018	2018	2018
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2(c))	1,000	-	<b>1,000</b>	1,060	-	1,060
Community employment scheme - shops (Note 2(a))	-	589	<b>589</b>	-	554	554
<b>Total income</b>	<b>1,000</b>	<b>589</b>	<b>1,589</b>	<b>1,060</b>	<b>554</b>	<b>1,614</b>
<b>Less expenses</b>						
Direct retail expenses	(899)	-	<b>(899)</b>	(999)	-	(999)
Community employment scheme	-	(589)	<b>(589)</b>	-	(554)	(554)
Support costs	(51)	-	<b>(51)</b>	(56)	-	(56)
<b>Total expenditure (Note 3(α))</b>	<b>(950)</b>	<b>(589)</b>	<b>(1,539)</b>	<b>(1,055)</b>	<b>(554)</b>	<b>(1,609)</b>
<b>Net shop contribution</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>5</b>	<b>-</b>	<b>5</b>
(e) Investments	2019	2019	2019	2018	2018	2018
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Deposit interest	<b>4</b>	-	<b>4</b>	6	-	6
(f) Other	2019	2019	2019	2018	2018	2018
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Profit on sale of assets	-	-	-	-	26	26

## 3. Expenditure

### (α) Raising funds

	2019	2019	2019	2018
	Direct	Support (Note 3(c))	Total	Total
	€000	€000	€000	€000
Committed and cash giving	1,454	90	<b>1,544</b>	1,674
Partnerships, national campaigns & community events *	646	40	<b>686</b>	782
Philanthropy **	193	12	<b>205</b>	228
Legacies	34	2	<b>36</b>	17
<b>Sub total</b>	<b>2,327</b>	<b>144</b>	<b>2,471</b>	2,701
Retail (Note 2(d))	1,488	51	<b>1,539</b>	1,609
<b>Total</b>	<b>3,815</b>	<b>195</b>	<b>4,010</b>	4,310
Unrestricted	3,226	195	<b>3,421</b>	3,756
Restricted (Note 14(a))	589	-	<b>589</b>	554
<b>Total</b>	<b>3,815</b>	<b>195</b>	<b>4,010</b>	4,310

\* - Partnerships, national campaigns & community events was previously called Corporate, events & schools.

\*\* - Philanthropy combines Trusts & Foundations and Major Donors.

# NOTES

forming part of the financial statements (continued)

## 3. Expenditure

(b) Charitable activities	2019	2019	2019	2018
	Direct	Support	Total	Total
	€000	(Note 3(c)) €000	€000	€000
<b>Childrens Services</b>				
Family support	8,541	704	<b>9,245</b>	8,713
Early years	3,323	268	<b>3,591</b>	3,828
Specialist services (i)	3,250	247	<b>3,497</b>	2,998
GAL	2,923	295	<b>3,218</b>	3,105
Learning and development (ii)	747	54	<b>801</b>	1,467
<b>Sub total</b>	<b>18,784</b>	<b>1,568</b>	<b>20,352</b>	<b>20,111</b>
<b>Research and policy</b>				
Research and policy (iii)	302	20	<b>322</b>	769
<b>Total</b>	<b>19,086</b>	<b>1,588</b>	<b>20,674</b>	<b>20,880</b>
Unrestricted	1,337	1,588	<b>2,925</b>	4,035
Restricted (Note 14(a))	17,749	-	<b>17,749</b>	16,845
<b>Total</b>	<b>19,086</b>	<b>1,588</b>	<b>20,674</b>	<b>20,880</b>

(i) Specialist services includes the Area Based Childhood (Better Finglas), Teen Parents, Special Needs, Post Adoption, Bereavement Counselling, Roots of Empathy, Wizard of Words and Volunteer Initiative.

(ii) Learning and development in 2019 incorporates only external facing services. Internal training and best practice services have been allocated directly to the children's services that they are attributable to.

(iii) Research and policy previously included Advocacy. During 2019 the restructuring of our Advocacy function resulted in a small number of redundancies.

(c) Support costs	Cost Drivers	2019	2019	2019	2018
		Raising Funds	Charitable Activities	Total	Total
		€000	€000	€000	€000
Finance	Salary expenditure	54	438	<b>492</b>	535
Information technology	Salary expenditure	50	412	<b>462</b>	555
Human resources	Salary expenditure	47	386	<b>433</b>	418
Governance	Salary expenditure	44	352	<b>396</b>	389
<b>Sub total</b>		<b>195</b>	<b>1,588</b>	<b>1,783</b>	<b>1,897</b>
Accrual release (i)	Salary expenditure	-	-	-	(175)
<b>Total</b>		<b>195</b>	<b>1,588</b>	<b>1,783</b>	<b>1,722</b>

(i) During 2018, accruals that had been previously recognised in the financial statements were released, as the obligations that gave rise to their inclusion in the accounts ceased during the year.

# NOTES

forming part of the financial statements (continued)

## 4. Staff costs

### (a) Costs and numbers

Staff costs include employer retirement benefit costs, employer PRSI contributions and redundancy payments.

	2019	2018
	€000	€000
<b>Staff costs</b>		
Wages and salaries	14,536	14,642
Social welfare	1,550	1,600
Retirement benefits	642	651
Redundancy costs	175	187
<b>Sub total</b>	<b>16,903</b>	<b>17,080</b>
Community employment scheme	832	802
<b>Total</b>	<b>17,735</b>	<b>17,882</b>

Retirement benefit costs include employer contributions and operating costs for the defined contribution scheme of €532k (2018: €541k) and the current service and operating costs of the defined benefit scheme of €110k (2018: €110k).

All staff who joined since 1 January 2000, can opt to join the defined contribution pension scheme. The employee contributes a minimum of 4% and the Charity contributes 6% of pensionable pay.

The value of the time donated by the Charity's volunteers is not reflected in these accounts. Volunteers play a vital role in our services, shops, community fundraising activities and back office operations. More details of the crucial role volunteers contribute to Barnardos is provided in the Directors' Report.

Redundancy payments, made during the year, totalled €175k (2018: €187k). These redundancies arose due to a restructuring process.

The average monthly number of employees, including part-time staff, but not including volunteers, during the year was 480 (2018: 490).

	2019	2018
	Number	Number
<b>Staff activities are as follows</b>		
Direct charitable activities	349	341
Raising funds	48	60
Support	27	29
<b>Sub total</b>	<b>424</b>	<b>430</b>
Community employment scheme	56	60
<b>Total</b>	<b>480</b>	<b>490</b>

### (b) Salary range

The number of employees whose employment benefits (excluding employer retirement benefit costs and employer PRSI contributions) is as follows:

	2019	2018
	Number	Number
€60,000 - €70,000	25	29
€70,000 - €80,000	4	4
€80,000 - €90,000	7	6
€90,000 - €100,000	1	4
<b>Total</b>	<b>37</b>	<b>43</b>

In 2019, remuneration, including employer retirement benefit costs and employer PRSI contributions and redundancy payments, paid to the Executive Management Team of the Charity (who are considered key management personnel (see page 83 for details)), amounted to €522k (2018: €630k). No members of the Executive Management Team are members of the defined benefit pension scheme.

# NOTES

forming part of the financial statements (continued)

## 4. Staff costs (continued)

### (c) Board member expenses

None of the members of the Board received remuneration for their services. No Board member was reimbursed for expenses during the year (2018: €Nil). One Board member, who retired from the Board during the year, was a previous employee of the Charity and is now in receipt of a retirement benefit relating to that employment - the amount paid in 2019 was €34k (2018: €34k).

## 5. Other information

	2019 €000	2018 €000
Auditor's remuneration, including expenses:		
- audit of financial statements	30	30
- other assurance and advisory services	5	5
Depreciation	420	447
Operating leases - primarily land and buildings	369	421
Profit on sale of assets	-	26

While Barnardos is a charity and does not incur corporation tax, it does remit significant payroll taxes and incurs VAT.

## 6. Tangible assets

	Freehold Land and Buildings €000	Leasehold Land and Buildings €000	Furniture, Fittings and Equipment €000	Computers and Software €000	Motor Vehicles €000	Total €000
<b>Cost</b>						
At 1 January 2019	4,324	5,873	1,725	892	394	13,208
Additions	-	-	-	6	10	16
Disposals and retirements in the year	-	-	-	-	-	-
<b>At 31 December 2019</b>	<b>4,324</b>	<b>5,873</b>	<b>1,725</b>	<b>898</b>	<b>404</b>	<b>13,224</b>
<b>Depreciation</b>						
At 1 January 2019	1,152	3,761	1,693	423	187	7,216
Charge for year	86	109	11	171	43	420
Disposals and retirements in the year	-	-	-	-	-	-
<b>At 31 December 2019</b>	<b>1,238</b>	<b>3,870</b>	<b>1,704</b>	<b>594</b>	<b>230</b>	<b>7,636</b>
<b>Net book value</b>						
<b>At 31 December 2019</b>	<b>3,086</b>	<b>2,003</b>	<b>21</b>	<b>304</b>	<b>174</b>	<b>5,588</b>
At 31 December 2018	3,172	2,112	32	469	207	5,992

# NOTES

forming part of the financial statements (continued)

## 7. Debtors

	2019	2018
	€000	€000
Trade debtors	702	1,091
Other debtors	29	26
Prepayments	93	62
<b>Total</b>	<b>824</b>	<b>1,179</b>

All amounts included within debtors fall due within one year.

## 8. Investments

	2019	2018
	€000	€000
Deposits	1,000	2,400
<b>Total</b>	<b>1,000</b>	<b>2,400</b>

All funds are invested in interest bearing deposits with financial institutions with a notice period greater than 3 months, subject to a maximum maturity of 365 days.

## 9. Cash in bank and on hand

	2019	2018
	€000	€000
Cash in bank and on hand	6,614	3,702
<b>Total</b>	<b>6,614</b>	<b>3,702</b>

All funds held by the Charity are held with banks that have a credit rating which is in line with the Investment Policy of the Charity, as approved by the Board.

## 10. Creditors: amounts falling due within one year

	2019	2018
	€000	€000
Deferred income (i)	2,051	1,607
Trade creditors	459	526
Accruals	235	280
PAYE/PRSI creditor	383	380
VAT creditor	13	10
Other creditors	98	81
<b>Total</b>	<b>3,239</b>	<b>2,884</b>

### (i) Movements in deferred income

	2019	2019	2019	2018
	Statutory	Non-Statutory	Total	Total
	€000	€000	€000	€000
Deferred income at 1 January	1,070	537	1,607	811
Income deferred in the year	878	1,173	2,051	1,607
Deferred income released in the year	(1,070)	(537)	(1,607)	(811)
<b>Deferred income at 31 December</b>	<b>878</b>	<b>1,173</b>	<b>2,051</b>	<b>1,607</b>

Income is deferred when it is received ahead of income recognition criteria being met.

Further details of deferred income from statutory funders are set out in Appendix 1.

# NOTES

forming part of the financial statements (continued)

## 11. Financial instruments

The carrying amounts of the financial assets and liabilities include:

	2019	2018
	€000	€000
Assets measured at amortised cost	<b>8,345</b>	7,219

Financial assets measured at amortised cost comprise of trade debtors, other debtors, short term investments and cash at bank.

	2019	2018
	€000	€000
Liabilities measured at amortised cost	<b>(953)</b>	(997)

Financial liabilities measured at amortised cost comprise of trade creditors, PAYE/PRSI creditor, VAT creditor and other creditors.

## 12. Provision for liabilities

	2019	2019	2019	2018
	Capital restrictions	Employment obligations	Total	Total
	€000	€000	€000	€000
Provisions at 1 January	592	272	<b>864</b>	1,186
Charged in the year (i)	-	8	<b>8</b>	-
Released in the year (ii)	-	(4)	<b>(4)</b>	(173)
Utilised in the year (iii)	-	-	-	(123)
Amortised during the year	(20)	-	<b>(20)</b>	(26)
<b>Provisions at 31 December (iv)</b>	<b>572</b>	<b>276</b>	<b>848</b>	864

There were no contingent liabilities requiring disclosure as at 31 December 2019 (31 December 2018: €0)

### Capital restrictions

(i) There was no charge of any capital restrictions during 2019 (2018: €Nil).

(ii) There was no release of any capital restrictions during 2019 (2018: €96k).

(iii) There was no utilisation of any capital restrictions during 2019 (2018: €Nil).

(iv) The provisions in respect of restrictions on capital grants, have been recognised based on the contractual terms agreed when the grant was awarded. At 31 December 2019, these restrictions were as follows:

- Mulhuddart: Restrictions of €325k on a capital grant from Pobal - National Childcare Investment Programme 2006-2010 become repayable, on an amortised basis, if the service is not operated for a minimum of 16 years from December 2009. The amortised balance at 31 December 2019 is €122k (2018: €142k).

- Thurles: €150k becomes repayable to the HSE in the event of the asset being disposed of before 2023.

- Mullingar: €300k becomes repayable to the HSE in the event of the asset being disposed of, unless replaced by a mutually agreed premises.



# NOTES

forming part of the financial statements (continued)

## Employment obligations

- (i) The charge of €8k during 2019 relates to redundancy payments provided for during the year (2018: €Nil).
- (ii) The release of €4k during 2019 relates to adjustments to estimates made in prior periods (2018: €77k).
- (iii) There was no utilisation of employment obligations during the year (2018: €123k).
- (iv) The provision at 31 December 2019, comprises of the expected redundancy costs related to the closure of the Barnardos GAL service. The provision has been calculated based on the accrued service of the employees up to the date of their expected departure. The provision will be utilised when payments are made to employees on departure.

## 13. Retirement benefit schemes

### (a) Defined contribution pension scheme

The Charity operates a defined contribution pension scheme for all qualifying members of staff. The contributions are paid into a separate fund, the assets of which are invested by independent trustees. At 31 December 2019 there were 208 active members of the scheme (2018: 200). The defined contribution pension scheme charge for 2019 was €532k (2018: €541k). Where pension costs are incurred in more than one activity they are apportioned between the related activities based on the amount of staff cost that each activity absorbs. Approximately 74% of defined contribution pension costs are paid from restricted funds.

### (b) Defined benefit pension scheme

The Charity operates a defined benefit pension scheme, providing benefits based on a percentage of final pensionable salary. This scheme was closed to new members after 31 December 1999 and currently has four active members in the scheme.

A funding proposal was submitted to the Pensions Authority in May 2019. This funding proposal was designed to enable the defined benefit pension scheme to satisfy the minimum funding standard at 31 December 2024. The recommended contribution rate was 27% of pensionable salaries plus a fixed monthly contribution of €11.7k payable from 1 January 2019 until 31 December 2024. The funding level of the scheme is 98% at 31 December 2019, under the minimum funding standard basis.

### Movement in deficit during the year

	2019	2018
	<b>€000</b>	<b>€000</b>
Deficit in scheme at beginning of year	<b>(133)</b>	(145)
Contributions paid	<b>174</b>	178
Charge in Statement of Financial Activities:		
- Employer's part of current service cost	<b>(60)</b>	(62)
- Interest expense	<b>(4)</b>	(5)
Actuarial loss	<b>(183)</b>	(99)
<b>Deficit in scheme at end of year</b>	<b>(206)</b>	(133)

# NOTES

forming part of the financial statements (continued)

## 13. Retirement benefit schemes (continued)

### (b) Defined benefit pension scheme (continued)

#### Reconciliation of change in value of scheme liabilities in the year

	2019 €000	2018 €000
Scheme liabilities at start of year	11,101	11,466
Current service cost (net of members contribution)	60	62
Interest on liabilities	187	182
Actual member contributions	10	11
Actuarial gains/(losses)	1,201	(167)
Change in value of AVCs	11	1
Benefits paid	(404)	(454)
<b>Scheme liabilities at end of year based on end of year assumptions</b>	<b>12,166</b>	<b>11,101</b>

#### Reconciliation of changes in value of assets in the year

	2019 €000	2018 €000
Market value at beginning of year	10,968	11,321
Interest on plan assets	183	177
Actual return less interest on plan assets	1,018	(266)
Contributions by the employer	174	178
Contributions by plan members	10	11
Change in value of AVCs	11	1
Benefits paid	(404)	(454)
<b>Market value at end of year</b>	<b>11,960</b>	<b>10,968</b>

The Charity expects to contribute €173k to its defined benefit pension scheme in 2020.

#### The following amounts have been recognised in the Statement of Financial Activities:

	2019 €000	2018 €000
<b>Charged to expenditure</b>		
Current service costs	60	62
Other operating costs paid by the employer	46	43
<b>Charged to other finance income</b>		
Interest expense	4	5
<b>Total charge in Statement of Financial Activities</b>	<b>110</b>	<b>110</b>

# NOTES

forming part of the financial statements (continued)

## 13. Retirement benefit schemes (continued)

### (b) Defined benefit pension scheme (continued)

Fair value of the plan assets	2019	2019	2018	2018
	Fair value €000	Fair value %	Fair value €000	Fair value %
Equities	2,201	18.4%	2,183	19.9%
Debt instruments	6,662	55.7%	4,519	41.2%
Property	538	4.5%	515	4.7%
Cash	562	4.7%	33	0.3%
Other	1,997	16.7%	3,718	33.9%
<b>Total</b>	<b>11,960</b>	<b>100.0%</b>	<b>10,968</b>	<b>100.0%</b>

The financial assumptions used to calculate the scheme liabilities under FRS102, using the Projected Unit Method are as follows:

	2019	2018
Inflation rate	0.90%	1.00%
Discount rate	0.80%	1.70%
Expected rate of salary increases	2.40%	2.50%
Rate of pension increases in payment	0.00%	0.00%
Rate of pension increases in deferment	0.90%	1.00%

It is assumed that scheme members will withdraw on average 12.5% of their fund on retirement (2018: 12.5%).

Assumptions regarding the future mortality are based on published statistics and mortality tables.

The current longevities underlying the values of the liabilities in the defined benefit plan are as follows:

	2019 Years	2018 Years
<b>Longevity at age 65 for current pensioners</b>		
Male	22.7	22.5
Female	25.1	24.9
<b>Longevity at age 65 for members aged 55</b>		
Male	23.9	23.8
Female	26.1	26.0

# NOTES

forming part of the financial statements (continued)

## 14. Funds

### (a) Movement in funds

The movement of funds classified in accordance with the Charity's accounting policies are as follows:

		Balance 1 January 2019 €000	Income €000	Expenditure €000	Other recognised losses €000	Transfers €000	Balance 31 December 2019 €000
<b>Unrestricted funds</b>							
<b>General funds</b>	(i)	4	6,996	(6,346)	(183)	2,415	<b>2,886</b>
<b>Designated funds</b>							
	(ii)						
Tangible assets		5,400	-	-	-	(381)	<b>5,019</b>
Planned budget deficit		616	-	-	-	(596)	<b>20</b>
Programme continuity fund		2,882	-	-	-	(1,438)	<b>1,444</b>
<b>Total unrestricted funds</b>		<b>8,902</b>	<b>6,996</b>	<b>(6,346)</b>	<b>(183)</b>	<b>-</b>	<b>9,369</b>
<b>Restricted</b>							
	(iii)						
<b>Charitable activities</b>							
Family support		86	7,989	(8,056)	-	-	<b>19</b>
Early years		25	2,355	(2,377)	-	-	<b>3</b>
GAL		-	3,421	(3,421)	-	-	<b>-</b>
Specialist Services		42	3,182	(3,162)	-	-	<b>62</b>
Learning and development		11	667	(678)	-	-	<b>-</b>
Research and policy		326	9	(55)	-	-	<b>280</b>
<b>Subtotal</b>		<b>490</b>	<b>17,623</b>	<b>(17,749)</b>	<b>-</b>	<b>-</b>	<b>364</b>
<b>Raising funds</b>							
Raising funds		-	589	(589)	-	-	<b>-</b>
<b>Subtotal</b>		<b>-</b>	<b>589</b>	<b>(589)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total restricted funds</b>		<b>490</b>	<b>18,212</b>	<b>(18,338)</b>	<b>-</b>	<b>-</b>	<b>364</b>
<b>Total Charity funds</b>		<b>9,392</b>	<b>25,208</b>	<b>(24,684)</b>	<b>(183)</b>	<b>-</b>	<b>9,733</b>

The funds carried forward at 31 December 2019 are:

### Unrestricted funds

(i) General unrestricted funds are for use at the discretion of the Board in furtherance of the objectives of the Charity. Where balances arise at the end of the year, these are generally utilised in the upcoming financial year.

(ii) Designated funds represent amounts that the Charity has at its discretion set aside for specific purposes, which would otherwise form part of the general reserves of the Charity. At the end of 2019, funds had been designated for specific purposes as follows:

- The carrying value of tangible assets for use by the Charity less associated capital restrictions.
- Funds set aside to cover the expected deficit on unrestricted funds in 2020.
- The net amount that the Board has agreed to be set aside to ensure that it can protect its ongoing programme of work from unexpected variances in income.

Transfers between general and designated funds are driven by the level of designated funds needed at the end of the year.

### Restricted funds

(iii) Restricted funds represent income received that can only be used for particular purposes specified by donors. Such purposes are within the overall aims of the Charity. It is the Charity's policy to fully apply such funds for the purposes for which they were donated.

# NOTES

forming part of the financial statements (continued)

## 14. Funds (continued)

### (b) Analysis of net assets between funds

Fund balances are represented by:	2019	2019	2019	2018
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	€000	€000	€000	€000
Tangible assets	5,588	-	<b>5,588</b>	5,992
Cash and current asset investments	5,886	1,728	<b>7,614</b>	6,102
Debtors, stocks and other current assets	137	687	<b>824</b>	1,179
Creditors, deferred income and provisions	(2,242)	(2,051)	<b>(4,293)</b>	(3,881)
<b>Total</b>	<b>9,369</b>	<b>364</b>	<b>9,733</b>	<b>9,392</b>

## 15. Commitments

Operating lease commitments payable during the next twelve months amount to €344k (2018: €360k) and are payable in relation to leases as follows:

	Motor Vehicles	Plant and equipment	Land and buildings	Total
	€000	€000	€000	€000
Payable within one year	35	32	277	<b>344</b>
Payable within two to five years	17	46	782	<b>845</b>
Payable after five years	-	-	238	<b>238</b>
<b>Total</b>	<b>52</b>	<b>78</b>	<b>1,297</b>	<b>1,427</b>

## 16. Related party transactions

Note 4 details key management compensation and expenses paid to Board members.

One employee sits on the Board of the Tallaght Drugs and Alcohol Task Force. The Charity's income for the year includes €205k (2018: €227k) from the HSE via the Tallaght Drugs and Alcohol Task Force.

As well as donating their time and expertise during 2019, the Directors made unconditional donations of €2k (2018: €22k) to the Charity. In addition, the total amount of donations received from trusts and companies controlled by Directors during 2019 was €355k (2018: €163k).

There were no other related party transactions during the year (2018: €Nil).

## 17. Legal status of the Charity

In accordance with Section 1180 of the Companies Act 2014, the Charity is exempt from including the word 'limited' in its name. The Charity is limited by guarantee and has no share capital. At 31 December 2019, there were 41 members (2018: 42), whose guarantee is limited to €1.27 each.

## 18. Post balance sheet events

The Directors of Barnardos have considered the impact of the Covid-19 pandemic, on the provision of services and financial stability. On the basis of the continued demand for services being delivered in new ways, the culture of prudent expenditure and the capacity of current reserves, to provide some financial flexibility in difficult circumstances, the Directors believe that at this time, the pandemic represents a non-adjusting post balance sheet event.

## 19. Approval of financial statements

The Board approved the financial statements on 22 April 2020.

# APPENDIX 1

(not forming part of the financial statements)

## 1. Analysis of income and expenditure

	2019 €000	2019 €000	2019 €000	2019 €000	2019 €000	2018 €000	2019 €000	2018 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
<b>A. Tusla (Child &amp; Family Agency)</b>								
<b>Dublin North East</b>								
Dublin North City	164	2,186	-	(168)	<b>2,182</b>	1,555	<b>2,182</b>	1,555
Louth/Meath	23	88	-	(25)	<b>86</b>	80	<b>86</b>	80
<b>Dublin Mid Leinster</b>								
Dublin South West/Kildare/West Wicklow	61	730	5	(51)	<b>745</b>	718	<b>745</b>	718
Dublin South Central	67	850	79	(59)	<b>937</b>	567	<b>937</b>	567
Midlands	54	836	-	-	<b>890</b>	957	<b>890</b>	957
Dublin South East/Wicklow	-	386	-	-	<b>386</b>	386	<b>386</b>	386
<b>West</b>								
Donegal		527	(328)	-	<b>199</b>	301	<b>199</b>	301
Mid West	65	1,573	-	(44)	<b>1,594</b>	1,555	<b>1,594</b>	1,555
<b>South</b>								
Cork	125	450	-	(34)	<b>541</b>	517	<b>541</b>	517
Waterford/Wexford	75	800	-	(52)	<b>823</b>	803	<b>823</b>	803
Carlow/Kilkenny/South Tipperary	-	778	-	-	<b>778</b>	778	<b>778</b>	778
<b>Other</b>								
Counselling Grant Section	-	175	-	-	<b>175</b>	203	<b>175</b>	203
Limerick City Children's Services Committee	-	-	-	-	-	22	-	22
Carlow CYPSC	-	18	-	(3)	<b>15</b>	-	<b>15</b>	-
Dublin North City CYPSC	-	3	-	-	<b>3</b>	-	<b>3</b>	-
Waterford CYPSC	-	6	-	(2)	<b>4</b>	-	<b>4</b>	-
Wexford CYPSC	-	20	-	-	<b>20</b>	-	<b>20</b>	-
Library and Information Services	12	21	-	(23)	<b>10</b>	9	<b>10</b>	9
QCBI Innovation Fund	18	-	-	(8)	<b>10</b>	45	<b>10</b>	45
DSGBV Unit	72	124	-	(79)	<b>117</b>	17	<b>117</b>	17
<b>Subtotal</b>	<b>736</b>	<b>9,571</b>	<b>(244)</b>	<b>(548)</b>	<b>9,515</b>	<b>8,513</b>	<b>9,515</b>	<b>8,513</b>

## B. Pobal

### Community Childcare Subvention -

#### DCYA:

- Loughlinstown Family Centre	3	75	-	(1)	<b>77</b>	49	<b>77</b>	49
- Tivoli Family Centre	2	80	-	(2)	<b>80</b>	60	<b>80</b>	60
- Brighter Futures, Knocknaheeny Service	-	107	-	(1)	<b>106</b>	99	<b>106</b>	99
- Early Years Service, Mullhuddart	1	99	-	(3)	<b>97</b>	89	<b>97</b>	89
- Finglas Early Intervention Service		86	-	(2)	<b>84</b>	81	<b>84</b>	81
- Millbrook Family Support Service	6	96	-		<b>102</b>	109	<b>102</b>	109
- Thurles Targeted Early Intervention Service	4	92	-	(2)	<b>94</b>	77	<b>94</b>	77
<b>VCO - DCYA</b>	-	553	(2)		<b>551</b>	553	<b>551</b>	553
<b>ABC (Better Finglas) -</b>	-	-	-	-	-	456	-	456
DCYA and The Atlantic Philanthropies								
<b>SSNO - DRCD</b>	2	82	(8)	-	<b>76</b>	88	<b>76</b>	88
<b>Paul Partnership - ABC (Homemaker Service) - DCYA and The Atlantic Philanthropies</b>	17	73	-	-	<b>90</b>	69	<b>90</b>	69

# APPENDIX 1

not forming part of the financial statements (continued)

## 1. Analysis of income and expenditure (continued)

	2019 €000	2019 €000	2019 €000	2019 €000	2019 €000	2018 €000	2019 €000	2018 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
<b>B. Pobal (continued)</b>								
<b>NICHE - ABC (Brighter Futures, Knocknaheeny) - DCYA and The Atlantic Philanthropies</b>	-	-	-	-	-	1	-	1
<b>Healthy Ireland Fund 2017-2018 (Laois, Longford, Offaly &amp; Westmeath) - DH</b>	-	-	-	-	-	68	-	68
<b>Healthy Ireland Fund - Dublin City North CYPSC (Finglas Family Resource Centre) - DH, DCYA and DRCD</b>	-	14	(2)	-	12	2	12	2
<b>Healthy Ireland Fund - Waterford CYPSC (Waterford) - DH</b>	-	4	-	-	4	-	4	-
<b>Healthy Ireland Fund - Working Things Out - Southside Partnership (Family Intervention Service) - DH</b>	-	1	-	-	1	-	1	-
<b>Subtotal</b>	<b>35</b>	<b>1,362</b>	<b>(12)</b>	<b>(11)</b>	<b>1,374</b>	<b>1,801</b>	<b>1,374</b>	<b>1,801</b>
<b>C. Other statutory funding</b>								
HSE	73	1,021	(64)	(141)	889	933	889	933
Education & Training Board Ireland	6	51	-	-	57	53	57	53
Councils -City /County	147	233	-	(160)	220	169	220	169
Department of Education & Skills	9	114	4	-	127	141	127	141
DCYA	61	158	-	-	219	218	219	218
Department of Justice - Commission for the Support of Victims of Crime	-	38	-	(1)	37	38	37	38
Department of Justice - Reception & Integration Agency (RIA)	-	-	-	-	-	5	-	5
Guardian ad Litem	-	3,311	110	-	3,421	3,277	3,421	3,277
Other fees and grants	3	231	-	(17)	217	207	217	207
Community employment scheme - projects	-	285	-	-	285	295	285	295
<b>Subtotal</b>	<b>299</b>	<b>5,442</b>	<b>50</b>	<b>(319)</b>	<b>5,472</b>	<b>5,336</b>	<b>5,472</b>	<b>5,336</b>
<b>Total statutory</b>	<b>1,070</b>	<b>16,375</b>	<b>(206)</b>	<b>(878)</b>	<b>16,361</b>	<b>15,650</b>	<b>16,361</b>	<b>15,650</b>
<b>D. Other income</b>								
Donations and other income					8,847	8,195	8,323	9,540
Total other					8,847	8,195	8,323	9,540
<b>Total</b>					<b>25,208</b>	<b>23,845</b>	<b>24,684</b>	<b>25,190</b>

### Abbreviations

ABC - Area Based Childhood  
 CYPSC - Children and Young People's Services Committee  
 DCYA - Department of Children and Youth Affairs  
 DH - Department of Health  
 DRCD - Department of Rural and Community Development

DSGBV Unit - Domestic, Sexual and Gender Based Violence Unit  
 QCBI - Quality and Capacity Building Initiative  
 SSNO - Scheme to Support National Organisations  
 VCO - Voluntary Childcare Organisations

# APPENDIX 2

not forming part of the financial statements (continued)

## 2. Breakdown of grants received during 2019

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2019 €000
<b>A. Tusla (Child &amp; Family Agency)</b>					
<b>1. Dublin North City</b>					
S56	Mulhuddart Family Support	Family Support	285	Jan-Dec 2019	285
S56	Mulhuddart Early Years	Targeted Early Intervention	229	Jan-Dec 2019	229
S56	Corduff	Family Support	314	Jan-Dec 2019	314
S56	Finglas	Family Support	382	Jan-Dec 2019	382
S56	Finglas Teen Parents	Teen Parent Work	115	Jan-Dec 2019	115
S56	Finglas Early Years	Targeted Early Intervention	147	Jan-Dec 2019	147
S56	Finglas Family Resource	Family Resource	160	Jan-Dec 2019	160
S56	ABC Finglas	Family Support	554	Jan-Dec 2019	554
<b>Subtotal</b>					<b>2,186</b>
<b>2. Louth/Meath</b>					
S56	Family Welfare Conference	Family Support	88	Jan-Dec 2019	88
<b>Subtotal</b>					<b>88</b>
<b>3. Dublin South West/Kildare/West Wicklow</b>					
S56	Bawnlea Child and Family Service	Family Support	203	Jan-Dec 2019	203
S56	Clondalkin Teen Parents	Teen Parent Work	149	Jan-Dec 2019	149
S56	Millbrook Child and Family Service	Family Support	268	Jan-Dec 2019	268
S56	Clondalkin Teen Parents	School Completion Programme	51	Jan-Dec 2019	51
AF	Family Intervention Service Ballyogan	Family Support	60	Jan-Dec 2019	55
AF	Bawnlea Child and Family Service	Parent and Toddler Support	4	Jan-Dec 2019	4
<b>Subtotal</b>					<b>730</b>
<b>4. Dublin South Central</b>					
S56	Post Adoption Service	Post Adoption	201	Jan-Dec 2019	201
S56	Post Adoption Service - Dormant Funding	Post Adoption	298	Jan-Dec 2019	230
S56	Rialto	Family Support	122	Jan-Dec 2019	122
S56	Cherry Orchard	Family Support	297	Jan-Dec 2019	297
<b>Subtotal</b>					<b>850</b>
<b>5. Midlands</b>					
S56	Family Support - Athlone, Mullingar, Tullamore, Edenderry, Laois	Family Support	836	Jan-Dec 2019	836
<b>Subtotal</b>					<b>836</b>
<b>6. Dublin South East/Wicklow</b>					
S56	Loughlinstown	Targeted Early Intervention	196	Jan-Dec 2019	196
S56	Dun Laoghaire	Targeted Early Intervention	190	Jan-Dec 2019	190
<b>Subtotal</b>					<b>386</b>
<b>7. Donegal</b>					
S56	Differential Response Model	Differential Response Model	199	Jan-Sep 2019	527
<b>Subtotal</b>					<b>527</b>



# APPENDIX 2

not forming part of the financial statements (continued)

## 2. Breakdown of grants received during 2019 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2019 €000
<b>8. Mid West</b>					
S56	Limerick North and South Family Support	Family Support	1,069	Jan-Dec 2019	1,069
S56	Thurles Targeted Early Intervention and Family Support	Family Support	502	Jan-Dec 2019	502
TSG	Youth Participation Seed Funding Thurles	Family Support	2	Jul-Dec 2019	2
<b>Subtotal</b>					<b>1,573</b>
<b>9. Cork</b>					
S56	South Cork City, North Cork City, Fermoy/Mitchelstown and Youghal	Family Support	431	Jan-Dec 2019	431
S56	Cork Creative Community Alternatives	Family Support	10	Jan-Dec 2019	10
TSG	Cork Parental Participation project	Family Support	9	Jan-Dec 2019	9
<b>Subtotal</b>					<b>450</b>
<b>10. Waterford/Wexford</b>					
S56	Ballybeg	Family Support	319	Jan-Dec 2019	319
S56	Dungarvan	Family Support	118	Jan-Dec 2019	118
S56	Wexford	Family Support	217	Jan-Dec 2019	217
S56	Wexford	Teen Parent Support	79	Jan-Dec 2019	79
S56	Waterford Student Mothers	Teen Parent Education Support	67	Sep 2019 - Aug 2020	67
<b>Subtotal</b>					<b>800</b>
<b>11. Carlow/Kilkenny/South Tipperary</b>					
S56	Clonmel	Family Support	490	Jan-Dec 2019	490
S56	Carlow	Family Support	231	Jan-Dec 2019	231
S56	Family Welfare Conference Carlow/Kilkenny	Family Welfare Conference	57	Jan-Dec 2019	57
<b>Subtotal</b>					<b>778</b>
<b>12. Councillor Grant Section</b>					
S56	Bereavment Service	Family Support	175	Jan-Dec 2019	175
<b>Subtotal</b>					<b>175</b>
<b>13. Library and Information Services</b>					
Contract	Library and Information Services	Library and Information Services	63	Jan 2018 - Dec 2020	21
<b>Subtotal</b>					<b>21</b>
<b>14. Children and Young People's Services Committee (CYPSC)</b>					
CYPSC	Carlow	Family Support	18	Jan-Dec 2019	18
CYPSC	Dublin North City	Family Support	3	Jan-Dec 2019	3
CYPSC	Waterford	Family Support	6	Jan-Dec 2019	6
CYPSC	Wexford	Family Support	20	Jan-Dec 2019	20
<b>Subtotal</b>					<b>47</b>
<b>15. Domestic, Sexual and Gender Based Violence Unit (DSGBV)</b>					
S56	DSGBV Unit Funding - National Funding	Family Support	72	Feb-Dec 2019	72
S56	DSGBV Unit Funding - Local Projects	Family Support	52	Jan-Dec 2019	52
<b>Subtotal</b>					<b>124</b>
<b>Total</b>					<b>9,571</b>

# APPENDIX 2

not forming part of the financial statements (continued)

## 2. Breakdown of grants received during 2019 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2019 €000
<b>B. Pobal</b>					
<b>1. Loughlinstown Family Centre</b>					
DYCA SS	CCS - Loughlinstown Early Years Service	EYPS	65	Sept 2018-Aug2019	46
DYCA SS	AIM - Loughlinstown Early Years Service	EYPS	6	Sept 2018-Aug2019	3
DYCA SS	CCS - Loughlinstown Early Years Service	EYPS	60	Sept 2019-Aug2020	21
DYCA SS	AIM - Loughlinstown Early Years Service	EYPS	11	Sept 2019-Aug2020	4
DYCA NCS	NCS - Loughlinstown Early Years Service	NCS	1	Sept 2019-Aug2020	1
<b>Subtotal</b>					<b>75</b>
<b>2. Tivoli Family Centre</b>					
DYCA SS	CCS - Tivoli Early Years Service	EYPS	63	Sept 2018-Aug2019	43
DYCA SS	AIM - Tivoli Early Years Service	EYPS	20	Sept 2018-Aug2019	10
DYCA SS	CCS - Tivoli Early Years Service	EYPS	54	Sept 2019-Aug2020	19
DYCA SS	AIM - Tivoli Early Years Service	EYPS	15	Sept 2019-Aug2020	7
DYCA NCS	NCS - Tivoli Early Years Service	NCS	1	Sept 2019-Aug2020	1
<b>Subtotal</b>					<b>80</b>
<b>3. Brighter Futures, Knocknaheeny Service</b>					
DYCA SS	CCS - Brighter Futures Knocknaheeny	EYPS	103	Sept 2018-Aug2019	66
DYCA SS	AIM - Brighter Futures Knocknaheeny	EYPS	7	Sept 2018-Aug2019	4
DYCA SS	CCS - Brighter Futures Knocknaheeny	EYPS	94	Sept 2019-Aug2020	32
DYCA SS	AIM - Brighter Futures Knocknaheeny	EYPS	10	Sept 2019-Aug2020	4
DYCA NCS	NCS - Brighter Futures Knocknaheeny	NCS	1	Sept 2019-Aug2020	1
<b>Subtotal</b>					<b>107</b>
<b>4. Early Years Service, Mulhuddart</b>					
DYCA SS	CCS - Mulhuddart Early Years Service	EYPS	79	Sept 2018-Aug2019	53
DYCA SS	AIM - Mulhuddart Early Years Service	EYPS	15	Sept 2018-Aug2019	10
DYCA SS	CCS - Mulhuddart Early Years Service	EYPS	71	Sept 2019-Aug2020	26
DYCA SS	AIM - Mulhuddart Early Years Service	EYPS	21	Sept 2019-Aug2020	10
<b>Subtotal</b>					<b>99</b>
<b>5. Finglas Early Years Service</b>					
DYCA SS	CCS - Finglas Early Years Service	EYPS	78	Sept 2018-Aug2019	52
DYCA SS	AIM - Finglas Early Years Service	EYPS	12	Sept 2018-Aug2019	6
DYCA SS	CCS - Finglas Early Years Service	EYPS	66	Sept 2019-Aug2020	19
DYCA SS	AIM - Finglas Early Years Service	EYPS	17	Sept 2019-Aug2020	8
DYCA NCS	NCS - Finglas Early Years Service	NCS	1	Sept 2019-Aug2020	1
<b>Subtotal</b>					<b>86</b>
<b>6. Millbrook Family Support Service</b>					
DYCA SS	CCS - Millbrook Child & Family Service	EYPS	108	Sept 2018-Aug2019	67
DYCA SS	CCS - Millbrook Child & Family Service	EYPS	85	Sept 2019-Aug2020	28
DYCA NCS	NCS - Millbrook Child & Family Service	NCS	1	Sept 2019-Aug2020	1
<b>Subtotal</b>					<b>96</b>

# APPENDIX 2

not forming part of the financial statements (continued)

## 2. Breakdown of grants received during 2019 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2019 €000
<b>7. Thurles Targeted Early Intervention Service</b>					
DYCA SS	CCS - Thurles Targeted Early Intervention Service	EYPS	79	Sept 2018-Aug2019	54
DYCA SS	AIM - Thurles Targeted Early Intervention Service	EYPS	13	Sept 2018-Aug2019	6
DYCA SS	CCS - Thurles Targeted Early Intervention Service	EYPS	59	Sept 2019-Aug2020	20
DYCA SS	AIM - Thurles Targeted Early Intervention Service	EYPS	27	Sept 2019-Aug2020	11
DYCA NCS	NCS-Thurles Targeted Early Intervention Service	NCS	1	Sept 2019-Aug2020	1
<b>Subtotal</b>					<b>92</b>
<b>8. Paul Partnership, Area Based Childhood (ABC) - Start Right Limerick</b>					
ABC	ABC Programme - Start Right Limerick	PEI	73	Jan- Dec 2019	73
<b>Subtotal</b>					<b>73</b>
<b>9. Other</b>					
DCYA VCO	Programme for VCO	Pay & general admin, service provision and specified others	553	Jan - Dec 2019	553
SSNO	SSNO - DRCD - 2016-2019	Staffing costs	262	Jul 2016 - Jun 2019	37
SSNO	SSNO - DRCD - 2019-2022	Staffing costs	270	Jul 2019 - Jun 2022	45
HIF	HIF - Dublin City North CYPSC - Finglas Family Resource Centre	Training and programme rollout costs	14	Apr 2018 - Mar 2019	14
HIF	HIF - Waterford CYPSC - Waterford	Staffing and programme costs	4	Jan - Mar 2019	4
HIF	HIF - Working Things Out - Southside Partnership - Family Intervention Service	Programme costs	1	Jan - Dec 2019	1
<b>Subtotal</b>					<b>654</b>
<b>Total</b>					<b>1,362</b>
<b>C. HSE</b>					
S39	Special Needs Service	Disability	172	Jan - Dec 2019	172
AF	Bawnlea Child and Family Service	Parent and Toddler Support	4	Jan - Dec 2019	4
AF	Parent Support Initiative D12	Parent and Toddler Support	-	Jan - Dec 2019	4
S39	Rivendell	Family Support	219	Jan - Dec 2019	238
S39	Addiction Services - Dun Laoghaire	Family Support	207	Jan - Dec 2019	225
S39	Family Intervention Service Ballyogan	Family Support	148	Jan - Dec 2019	161
S39	Lorien	Family Support	117	Jan - Dec 2019	128
S39	Rialto	Family Support	49	Jan - Dec 2019	49
S39	Addiction Services - Bray	Family Support	40	Jan - Dec 2019	40
<b>Total</b>					<b>1,021</b>

### Abbreviations

AF - Additional Funding  
 DCYA SS - Department of Children & Youth Affairs Subvention Scheme  
 DCYA NCS - Department of Children & Youth Affairs National Childcare Scheme  
 ECCE - Early Childhood Care and Education  
 EYPS - Early Years Programme Support

HIF - Healthy Ireland Fund  
 PEI - Prevention and Early Intervention  
 S39 - Section 39  
 S56 - Section 56  
 TSG - Tusla Seed Grant

# APPENDIX 3

not forming part of the financial statements (continued)

## 3. Five year summary of the statement of financial activities

Year	2019	2018	2017	2016*	2015
	€000	€000	€000	€000	€000
<b>Income</b>					
Donations and legacies	7,617	6,879	8,041	8,076	6,401
Retail	1,000	1,060	1,112	1,184	1,215
Tusla (Child & Family Agency)	9,515	8,513	8,175	7,915	8,075
Service income GAL	3,421	3,277	3,304	3,611	3,718
Pobal	1,374	1,801	1,687	1,778	1,508
Health Service Executive	889	933	890	903	768
Other statutory income	1,162	1,126	1,215	1,132	810
Memberships, publications and training	226	224	343	162	280
Investments and other	4	32	22	30	341
<b>Total income</b>	<b>25,208</b>	<b>23,845</b>	<b>24,789</b>	<b>24,791</b>	<b>23,116</b>
<b>Expenditure</b>					
Family support	8,541	8,083	8,039	7,417	6,473
Early years	3,323	3,545	3,736	3,351	3,127
GAL	2,923	2,835	3,430	3,018	2,936
Specialist services	3,250	2,804	2,599	2,445	3,504
Learning and development	747	1,369	1,511	1,376	1,123
Advocacy and volunteer initiative	302	740	293	326	316
Support	1,588	1,504	1,323	1,605	1,349
<b>Subtotal of charitable activities</b>	<b>20,674</b>	<b>20,880</b>	<b>20,931</b>	<b>19,538</b>	<b>18,828</b>
Raising funds	4,010	4,310	4,102	3,873	3,589
Governance**	-	-	-	-	230
<b>Total expenditure</b>	<b>24,684</b>	<b>25,190</b>	<b>25,033</b>	<b>23,411</b>	<b>22,647</b>
<b>Net income/(expenditure) for the year</b>	<b>524</b>	<b>(1,345)</b>	<b>(244)</b>	<b>1,380</b>	<b>469</b>

\* Restated figures (as per the 2017 Financial Statements) have been used. The restatement was due to changes in accounting policy.

\*\* Governance costs are now included in support costs

# REFERENCE AND ADMINISTRATIVE DETAILS

**Name** Barnardos – Republic of Ireland Company Limited by Guarantee (CLG)  
Barnardos - Republic of Ireland CLG under a licencing agreement with Barnardo's United Kingdom.

**Registered Office** 4 Christchurch Square, Dublin 8, D08 DT63

## Registration Numbers

**Company Registration Number:** 141526  
**Revenue Charity Number:** CHY6015  
**Registered Charity Number:** 20010027  
**Tax Reference Number:** 4886561V

## Board Members

- Miriam Hughes (*Chairperson*) (*appointed July 2019*)
- David Begg (*Chairperson*) (*resigned July 2019*)
- Martin Dobey  
(*Treasurer & appointed Vice Chairperson July 2019*)
- Grainne Burke (*resigned July 2019*)
- Dr. Louise Crowley
- Sue Lamon-Diver (*resigned July 2019*)
- Jane Forman
- Ivan Fox
- Irene Gunning (*appointed December 2018*)
- Helen Kelly
- Maria Kelly
- Gary McGann
- Paul O'Faherty (*appointed July 2019*)
- Phelim O'Leary
- John O'Reilly (*resigned July 2019*)
- Trevor Spratt

## Company Secretary

Aoife Gleeson (*resigned December 2019*)  
Kevin Gregory (*appointed December 2019*)

## Executive Management Team

- *Chief Executive* Suzanne Connolly
- *Director of Children's Services* Siobhan Greene
- *Director of HR & Communications* Jacki Conway
- *Director of Finance, IT & Governance* Aoife Gleeson  
(*resigned December 2019*)  
Kevin Gregory  
(*appointed December 2019*)
- *Director of Fundraising & Retail* Mary Gamble

## Principal Advisors

- **Bankers** Allied Irish Bank, 7/12 Dame Street, Dublin 2  
Ulster Bank, 33 College Green, Dublin 2  
State Savings, GPO, Dublin 1
- **Solicitors** Beauchamps Solicitors, Riverside 2, Sir John Rogerson's Quay, Dublin 2
- **Auditor** KPMG, Chartered Accountants, 1 Stokes Place, St. Stephen's Green, Dublin 2
- **Actuary** Lane Clark & Peacock Ireland, Grand Canal Wharf, South Dock Road, Dublin 4







# Barnardos

Barnardos, Christchurch Square, Dublin 8

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