

Adaptability & Response in Crisis



Directors' Report

Financial Statements



Annual Report and
Financial Statements **2020**

Contents

2020 AT A GLANCE	4
CHAIRPERSON'S STATEMENT	5
CEO REPORT	6
WHO WE ARE AND WHAT WE DO	8
CHILD SAFEGUARDING STATEMENT	9
DIRECTORS' REPORT	10
Objectives and Activities	10
Feature Story: Mary	22
Strategy, Achievements and Performance	23
Our People	30
Feature - Nuala O'Connor, Cook at Barnardos Tivoli Centre	32
Overview of Barnardos Services 2020	33
Plans for the Future	39
Structure, Governance and Management	40
Financial Review and Risk Management	51
Further Information	59
STATEMENT OF DIRECTORS' RESPONSIBILITIES	60
INDEPENDENT AUDITOR'S REPORT	61
FINANCIAL STATEMENTS	63
APPENDICES	95
REFERENCE AND ADMINISTRATIVE DETAILS	116



Directors' Report

Financial Statements





Every child

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



2020 at a Glance

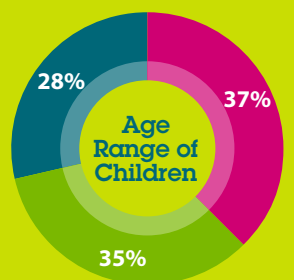


Directors' Report

Financial Statements



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



0-5 yrs 6-10 yrs 11-18 yrs

Who did we help in 2020?
17,918
children & families in 45 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

Over the last 12 months, our work was well and truly put to the test. We faced great challenges when, in March, life as we knew it was turned on its head. It would be remiss of me not to mention the Covid-19 pandemic for it has impacted each and every one of us, and the families in our services most of all. In 2020, we worked with 17,918 children and families across Ireland, a slight drop on the 2019 figure that was, of course, a direct result of the pandemic. Many of our school-based services such as group work, breakfast clubs and our Roots of Empathy programme were unable to operate as normal under the Covid-19 restrictions.

That being said, Barnardos staff rapidly adapted to this new landscape in order to ensure we would still be there for those who need us and our services could continue throughout the initial lockdown. We had no idea at the time just how long the pandemic would be with us. Our frontline staff consistently built on their skills and training to become proficient in our now increasingly digital world, they also used those news skills to provide training and support for families so they could confidently do the same and continue with family support sessions.

At Barnardos, we believe that childhood lasts a lifetime and what we experience as children will ultimately shape the adults we become, which is why early intervention is so important in our work.

Many of the children we work with are living in chaotic environments, often with complex needs and dealing with a range of adverse experiences. The pandemic highlighted many emerging challenges for families as they faced an unprecedented situation, with an increase in families being referred to our services suffering a combination of the 'toxic three' - mental health issues, domestic violence and addiction issues. Children who have experience of mental ill-health, domestic violence, addiction, abuse or neglect within their family require early intervention and family support services.

It is only by providing stable and intensive support to the family unit as a whole that we can work towards providing these children with a brighter future.

In each of our centres across the country, our frontline staff worked tirelessly to provide food hampers, care packages and other basic essential items for families. These were safely hand delivered by our project workers so they could get vital 'eyes on the child' and ensure that all was well within the home. The level of stress and worry felt by parents was palpable and, as the pandemic continued, the need for Barnardos services grew, with an increase in referrals as families tried to make sense of the chaos around them. Of the 17,918 children and families Barnardos was working with at the height of the Covid-19 crisis, 1,580 families required critical and intensive support. Throughout all of this, the commitment of Barnardos staff never wavered and the support never stopped as each family and every child remained their number one priority.

On becoming Chairperson of Barnardos in July 2019, I could not have foreseen what lay ahead for us all and the twists and turns we would come to expect of 2020.

While as an organisation we faced great challenges in our work, we continued to keep our strategy front of mind throughout the year. This will continue to be a focus of our work in 2021 as we begin development of our new strategy 2022-2027.

It was a difficult year for many on a number of levels, and it would appear the pandemic is with us for another while yet. Which is why I want to take the opportunity to highlight the positive aspect of 2020, the sense of community, teamwork and dedication shown by staff over the last 12 months. Their ability to step forward and care for those in need, during such a difficult and trying period is extremely admirable. Each member of the Barnardos team across the country should hold great pride in all they have achieved. I know I am proud of each of them.



Miriam Hughes

Chairperson

CEO Report

2020 was a year of uncertainty and challenge for us all, but even more so for the vulnerable children and families with whom Barnardos works – children and families with multiple and complex needs which have been exacerbated by the Covid-19 crisis.

We have been there for families throughout the Covid-19 crisis and it is our privilege to work with the children and parents who put their faith in us to help them. In 2020, we continued to work with just under 18,000 children and families, a reduction on our 2019 figures as much of our groupwork, which occurs in schools, could not happen due to Covid-19 restrictions in place.

Barnardos' key focus from the outset of the crisis was to continue to provide our essential services to the most vulnerable children and parents in Irish society. The initial outbreak of the crisis and associated restrictions required us to re-orientate our services, with a particular focus on practical support for families. We delivered 6,387 activity packs, 6,482 food parcels and 9,880 hot meals to families.

During 2020, we continued to progress the delivery of our trauma informed approach, which recognises the impact of adverse childhood experiences on children's lives, present and future.

Supporting this approach was the delivery of the first phase of specialised training focused on supporting change in the parent / child relationship and in everyday family life. We also provided Mindfulness for Children training. We paid much needed and deserved attention to staff wellbeing and delivered Cultivating Self-Compassion workshops to all staff. We celebrated the 30th Anniversary of our Post Adoption Service with the release of a podcast and accompanying booklet featuring the voices and very powerful personal stories of birth mothers with whom we have worked. We launched a powerful short video capturing the voice and experience of children impacted by domestic violence as part of the multi-agency Childhood Domestic Violence and Abuse Project, which Barnardos delivers in partnership with Tusla. Our Guardian ad Litem (GAL) service continued to liaise with the Court system in the context of providing evidence to support the best interests of the child.

This service was also impacted by the Covid-19 crisis with restricted face-to-face work with children / young people and access to Court.

Barnardos' key focus from the outset of the crisis was to continue to provide our essential services to the most vulnerable children and parents in Irish society.

Our commitment and intention throughout this period has been to highlight the additional adverse impact of the Covid-19 crisis on vulnerable children and families. Alongside the provision of direct services, we continued to highlight and represent their needs in the media and political space.

We undertook a survey in May 2020 which examined the impact of Covid-19 restrictions on family life and our annual Back to School survey in July 2020 captured families' concerns relating to returning to school within the Covid-19 context. We made a range of policy submissions including Barnardos General Election Manifesto, the Review of the Childcare Act 1991 and Budget submissions to the Departments of Finance and Social Protection.

The Community and Voluntary sector played a vital role in delivering services to the most vulnerable people in communities across Ireland during 2020. Working in partnership with Tusla, schools, the HSE, the Gardaí and other community and voluntary sector partners, Barnardos frontline services were able to deliver critical support to families at time when it was needed most.



CEO Report



We continued to work with our statutory partners and funders, government departments and colleagues in community and voluntary agencies to identify needs and provide effective responses.

The impact of the ongoing crisis required us to shift from a predominantly face-to-face, in-person service delivery to a blended approach of in-person and online provision to children and families. I want to extend my appreciation to our 430 staff who demonstrated great flexibility, creativity and commitment in adapting to new ways of working and continually pivoted as required during 2020. I can truly say that staff across all functions – Services, Fundraising, HR, Finance, IT, Communications, Best Practice & Research and Training & Information – functioned as a high performing team. We couldn't have achieved what we did without an appreciation and understanding of each other's needs and a demonstration of patience, kindness and tolerance towards one another. I also want to acknowledge our committed group of volunteers whose capacity to contribute was unfortunately significantly impacted by the Covid-19 crisis. We look forward to welcoming them back to their roles in Barnardos in the future.

We are grateful to our Board and Committee members who supported us and contributed their expertise throughout this period.

We are humbled and very grateful for the generosity of the Irish public and our donors. We are also very appreciative of the support of our corporate donors and our Barnardos Ambassadors. Barnardos is incredibly fortunate that so many people care about vulnerable children and parents, recognise the need for our services and choose to invest in the work we do. We could not do what we do without their support. As Dr Seuss says – *Unless someone like you cares a whole awful lot, nothing is going to get better. It's not.*

Suzanne Connolly

CEO




Directors' Report

Financial Statements



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 from all who work in Barnardos.



Directors' Report

Financial Statements

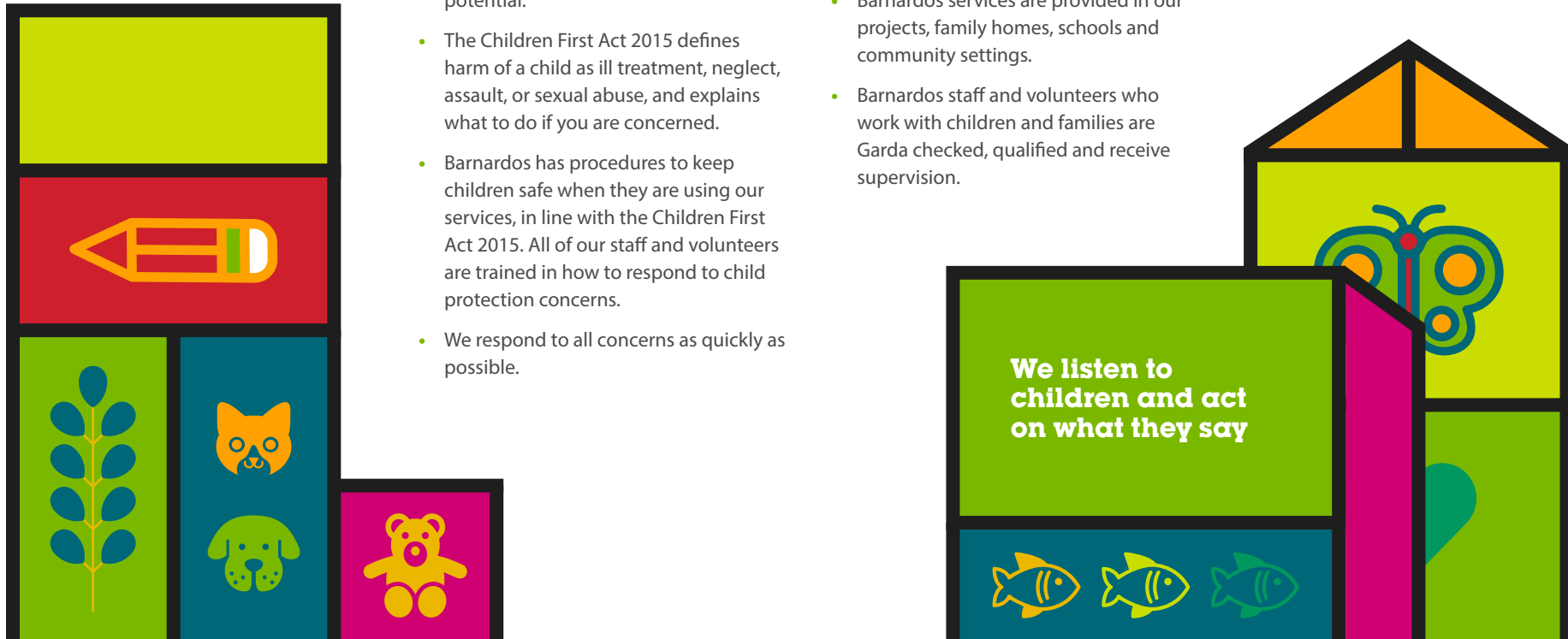


Child Safeguarding Statement

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 of 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 to keep children safe when they are using our services, in line with the Children First Act 2015. All of 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 and a Services Committee.
- Barnardos has 430 staff in 54 locations. We have 7 shops, 2 administrative sites and 45 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

Objectives and Activities

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.**

The provision of services for children and families are at the heart of our objectives, and we work with families in 45 service centres across Ireland. Barnardos' priority throughout the Covid-19 crisis was to ensure the continued provision of our essential services to vulnerable children and families.

As outlined in this report, we demonstrated great agility and flexibility in responding to the impact of Covid-19 and throughout 2020 we successfully continued to deliver our essential services to vulnerable children and families.

Barnardos' Activities

Barnardos works with children and their families to make positive changes in their lives, by delivering evidence-informed, outcome-focused services in homes, schools or in one of our Barnardos centres. Our work is individualised, needs-based, and focused on the parent and child.

The Covid-19 pandemic had an impact on much of our face-to-face and group services, such as our Roots of Empathy programme in schools, which is why there was a slight decrease overall in the number of children and families that we worked with. However, demand for our services increased significantly during 2020, with a 21% increase in referrals for our intensive family support services compared to 2019.

To respond to this need, we increased the number of families we worked with at any one time with an 18% increase in allocations. Within our intensive family support services we worked with an increased number of children (12%) and parents (8%).

We worked with families for longer durations than usual because of the nature of the Covid-19 crisis and its impact on the level of stress families are experiencing. Unfortunately, we were unable to support all the families who needed us and we experienced a 38% increase in our waiting list during 2020 with 637 families waiting for a service at the end of the year.

We maintained regular one-to-one contact with all our current families, while also offering support to the families on our waiting lists. We adapted and found creative and virtual methods of service delivery. In those early stages of the pandemic, we provided telephone and on-screen support, including safety planning, establishing routines, support in managing crises, managing the emotional impact and supporting engagement in virtual education.

At the beginning of the pandemic, we also spent a lot of time ensuring basic needs were met, and to do this we sourced and distributed food parcels to families where food poverty was identified as an issue.

In our seven Early Years services we redeployed our cooks to prepare hot meals for the families we were concerned would go hungry during this period. These meals were delivered to families by our staff, which provided the added opportunity to have direct contact with children and families during this very challenging time. Where it was not possible to send out hot meals, we provided families with food parcels and recipes, as well as the ingredients to make simple healthy meals for their family. During 2020, we provided 6,482 food parcels and 9,880 hot meals.

 **Nuala O'Connor,**
Cook at Barnardos Tivoli Centre

Covid-19 related Health and Safety requirements meant that the pace of work was slower and home visits (which is where we normally work) were restricted.

Objectives and Activities

In response, Barnardos offered a blended approach of face-to-face and virtual support for families, with an individual assessment undertaken with each family to agree the focus of the work and most suitable method of intervention.

In order to operate safely, ongoing and constant risk assessment was needed. This included reviewing and risk assessing face-to-face and group interventions and making any new and emerging adaptations required due to changing Covid-19 and public health restrictions. Constant change became the norm, with continued flexibility delivered by our staff and managers.

Barnardos' Core Activities in 2020

Family Support Services

During the early stages of the Covid-19 crisis, we were supporting families in an immediate and practical manner, with a focus on safety planning, routines and parenting in the moment. We also offered a lot of support regarding understanding and managing the emotional impact of the crisis on both parents and children and support in managing anxiety.

We noted increasing levels of parenting stress as the Covid-19 lockdown

continued. The opening up of society in early summer 2020 continued to present its own challenges.

A significant focus during the summer period was to support children and families in the many transitions that they were facing. Moving onto big school for the first time, returning to school after a long period away and moving to secondary school from primary are just some examples of transitions young people were facing. Young people who suffered from school-based anxiety struggled with re-engaging with education. Many children missed important events such as missed social connections with their friends and other rites of passage in the school year. Additional emotional supports were required to navigate these many complex transitions.

As the phased easing of restrictions (in accordance with public health guidelines) happened, Barnardos worked hard to ensure that the provision of services to vulnerable children and families continued as seamlessly as possible. As the long-term nature of Covid-19 became apparent, the focus of our work shifted once again. We were working to support children and families in as flexible and responsive a manner as possible.

This meant working in a blended way that included face-to-face meetings, home visits and virtual sessions as appropriate to the focus of the work and the needs of the service user.

We actively supported families to address issues which were amplified as a result of the crisis such as domestic abuse, increased substance misuse or mental health challenges. Many families returned to us this year asking for support, having realised that the additional pressure of Covid-19 had placed their family under additional stress and they required support from us again.

From March to December 2020, we compiled and distributed 6,387 activity packs to children and families. The focus of these varied depending on stage of pandemic and individual child and family needs.

Barnardos' Breakfast Clubs based in schools provide children with a warm, nutritious breakfast and help with social and emotional support to set them up for the day of learning ahead. Our After School Groups take place in the afternoon during the academic year, once the children have completed their school day. During 2020, Covid-19 caused disruptions to these services due to school closures.

After lockdown, the services resumed with some modifications required to comply with public health guidelines.

The number of children attending these groups had to be reduced temporarily in order to accommodate social distancing and staffing guidelines, but children and staff adapted well to the new situation.

Barnardos' ability to provide group work for children and parents was significantly impacted during 2020. During the earlier stages of lockdown, we moved to providing some groups virtually and these groups have continued where suitable. Towards the end of 2020, we restarted face-to-face groups where virtual was not suitable and where they could operate safely in line with the health and safety requirements of Covid-19. During 2020, 1,943 parents and children attended group work with us, down 743 when compared to 2019.

Early Years Services

From the 12th March 2020, attendance at our Early Years services was not possible due to government Covid-19 restrictions. Our Early Years centres shifted from offering group-centred support to one-to-one family support for the families who were connected to the centres.



Objectives and Activities

We also tried innovative ways for them to keep connected to the Tús Maith Curriculum (Barnardos Early Years Curriculum), such as sending video messages from Twiggie the Turtle (who is key part of the Tús Maith Programme), sharing aspects of the daily routine with parents and making videos to share with parents, such as how to make playdough.

All seven Early Years sites resumed services on the 29th June in keeping with the Government roadmap. A lot of work was required prior to reopening in order to implement Covid-19 Health & Safety requirements, while ensuring they remain warm, child friendly and welcoming spaces. There was a very positive reaction from parents and children, and 95% of children returned. Children and parents spoke very positively about the support, food and activities provided during lockdown. Parents enjoyed using the curriculum and activity packs, and children enjoyed seeing their Key Workers virtually in the family home.

The new Early Years service year started on the 24th of August and Barnardos welcomed back many returning children. All services continued to work on their Síolta re-registration, for which the deadline has been extended to June 2021.

Guardian ad Litem Service

The Guardian ad Litem service faced significant challenges in 2020. Covid-19 meant that Guardians had to work on new and innovative ways to connect with children in order to continue to represent their views and interests. The latter half of the year was particularly busy as the cases that had been adjourned during the spring lockdown period were rescheduled for the autumn. Guardian ad Litem were already well accustomed to remote working and embraced technologies to stay connected with one another.

The Department of Children, Equality, Disability, Integration and Youth plans for a new national Guardian ad Litem service were postponed, initially due to the General Election and then due to the Covid-19 crisis. Barnardos remains committed to the reform of the Guardian ad Litem service to ensure that all children in care proceedings have an independent and meaningful voice. As yet, we have no timescale for the introduction of the new national service. We continue to operate the Barnardos Guardian ad Litem service during this time of change and challenge.



Objectives and Activities

Specialist Services

Bereavement Support Service

The Barnardos Children's Bereavement Support Service is a support service for children and their families who have experienced the death of someone close to them. Many of the children and families coming to our service have experienced traumatic bereavements, such as homicide or filicide.

During 2020, we experienced a sharp increase in referrals for our Bereavement Service with 26% additional referrals received compared to 2019. The number of families receiving the service increased by 38%. This was due in part to an increase in staffing and working online, which enabled us to work with more families.

The number of people reached through training and webinars increased considerably with 14 training sessions offered to 987 people, more than doubling the numbers reached in 2019.

A further significant expansion of the service offered in 2020 has included Critical Incident Response (CIR) organisational support. CIR work involves offering training and support to organisations who are in contact with

children following a critical incident involving death – generally either death of a child or a death that has been witnessed by children. Our Bereavement Service co-created inter-agency Critical Incident Responses in relation to seven child murders in 2020.

Post Adoption Service

The Post Adoption Service (PAS) team moved swiftly to online provision of services from March 2020. As a national service, with referrals of some families based in remote rural areas, the online group and individual service is proving very valuable as an ongoing option. Eighty-seven new adults were referred to the adult therapeutic support service in 2020 and 113 new adoptive families to the PAS child and family service.

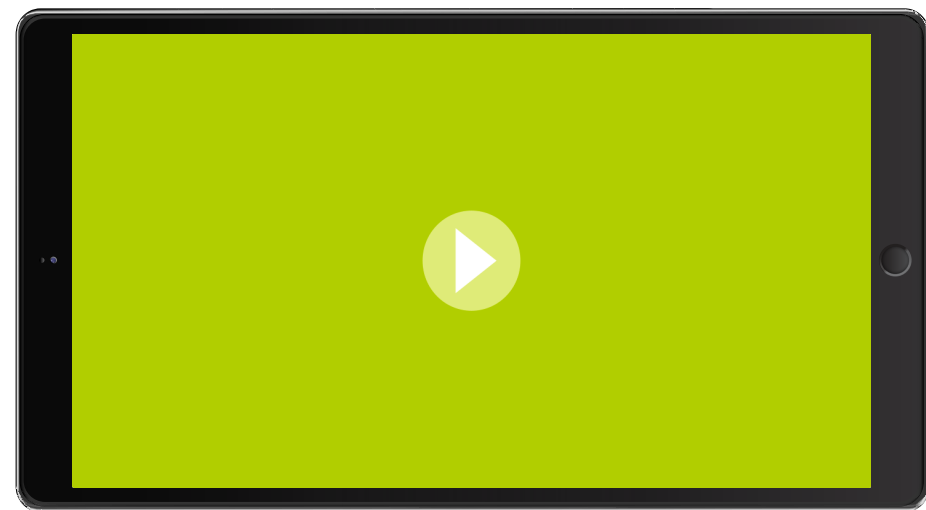



PAS in Galway designed and piloted a new four-session group for 9-12 year old adopted children experiencing school anxiety and resistance called "Cool4School".

In 2020, Barnardos Post Adoption Service also celebrated 30 years of our group work service to birth mothers with the

publication of a collection of stories and artwork by women who attended the service over the years. This publication is called "Growing Stronger Together". It was released in November together with an audio podcast narrated by Sinead Cusack.

 [Barnardos Post Adoption Service 30th Anniversary](#)



 [Open this video on your browser](#)

 **We recommend you to use Adobe Acrobat Reader 10 or higher to have access to the multimedia content in this report.**
Make sure to allow multimedia content in Acrobat to enable the video. You can download a free copy of Adobe Reader [here](#). Adobe Reader is available for Windows, Mac and Android Devices.

Objectives and Activities

Teen Parent Support Programmes

Our Teen Parent Support Programmes (TPSP) worked throughout Covid-19 to minimise the impact of the restrictions on our young parents who, in most instances, were already experiencing a sense of isolation. Adopting a blended approach of door stop centre visits, home visits (where allowed) and phone and online link ups, TPSP staff built on positive relationships with these young people, working to support their social connections and relationships, parenting capacity, personal educational development and overall wellbeing throughout Covid-19.

At the early stages of lockdown, practical support was provided through deliveries of food, baby supplies, phone credit and fuel. Teens were provided with baby high chairs, baby walkers, sterilisers and educational toys to support their baby's development.

The work regularly extended beyond the young parents themselves, including additional emotional and practical support to the wider extended family as required. Teens were supported to manage spending more time at home with their family due to Covid-19 restrictions.

Where relationships were characterised by violence, drug / alcohol misuse or mental health challenges we worked sensitively and vigilantly to support positive change, healthy decision making and to ensure that the baby's safety and that of both teen parents remained paramount.

Supporting teen parents to return to school, remain in school or to access other courses or jobs is critical. Many of the teens involved with the TPSP service continued to engage in second and third level education throughout Covid-19 restrictions. Barnardos TPSP programmes supported the young parents by funding childcare costs, contributing towards their fees and travel expenses, and by purchasing laptops and other educational resources to support their learning and development.

Better Finglas Area Based Childhood (ABC initiative)

Better Finglas ABC Programme

During 2020, we were able to successfully move most of our programme deliveries onto online platforms and, as a result, now have a very comprehensive calendar of parenting programmes available. These programmes can all now be delivered face-to-face or online depending on the restrictions at the time. Our online group

delivery throughout the year included Parent and Toddler; Baby Massage; Triple P Positive Parenting Programme groups and Mindfulness for Parents. We have also successfully moved all of our interagency networks and forums online such as our Infant Mental Health (IMH) Learning Network and Trauma Informed Learning Network.

Our Preparing for Life (PFL) Home Visiting Programme and our antenatal and post-natal supports in the community were affected by Covid-19 restrictions. PFL is a home-based programme which has not been possible throughout the year, but we have instead provided online and centre based sessions as an alternative.

Our community midwife who was seconded back to the HSE during the first lockdown returned to the service on a phased basis from November.

Family Resource Centres

Finglas West Family Resource Centre (FWFRC)

Work continued throughout 2020 in relation to securing a new purpose-built premises for the FWFRC. The substantial fundraising efforts of all agencies involved has secured almost all the required funding with a small portion left to raise in 2021.

A suitable site was purchased and planning application made and granted. The build specifications are currently out to E-tender. Our planned public consultation regarding the new building could not go ahead due to Covid-19 so a leaflet outlining plans for the new premises and seeking community engagement was produced and distributed to every household in the Finglas West area.

Despite being based in temporary premises, the FWFRC staff continue to work very much on an outreach basis in order to promote the service and maintain visibility. The FWFRC successfully provided a range of services to:

- Children, including Intergenerational Gardening, Creative After-schools and Mindfulness
- Parents, including Parenting Groups and Mindful Parenting Courses
- Parent and Child Groups, including Baby Stay and Play, Finglas Fathers' P&T (Parent & Toddler) Group and Baby Massage

Due to Covid-19, many of these services moved online including baby massage, parent toddler groups, parenting groups and mindfulness for children, which was delivered virtually in schools.

Objectives and Activities

Like many other Barnardos projects, the FWFRC responded during lockdown with the delivery of food parcels and activity packs to identified families in need. Through this work we developed wellness packs that were delivered to families during holiday periods such as Easter, Summer, Halloween and Christmas. These packs had activities, that focused on wellbeing and encouraged positive parent and child interactions. Despite the challenges created by Covid-19 restrictions during 2020, the FWFRC managed to engage with 647 parents and children over the year.

West Waterford

We were successful in securing some funding from Tusla and What Works to support the initial stages of development of a Family Resource Centre (FRC) service in West Waterford. The FRC will be similar to the model that we have been successful in implementing in Finglas, with Barnardos as the lead agency with day-to-day responsibility for the administration and management of the programme of work, supported by a local Steering Group who guide the programme of work. The replication of this model beyond Finglas is an exciting step forward. Using What Works funding, we engaged in a consultation, planning and logic modelling process with local agencies.

This has led to an agreed plan for future service provision for West Waterford. Tusla funding has been secured to engage a worker in the next phase, which will involve the setup of a Steering Group and piloting of some services in the area.

Youghal

Barnardos, as part of the Youghal FRC Steering Group, successfully secured funding from Tusla to support the development of a Family Resource Centre in Youghal. It is seed funding with the goal of becoming part of the national FRC programme. The initial focus of this funding will be for Barnardos to employ a worker whose role will be supporting children aged 6-12 in afterschool support, setting up drop-in parenting support and delivering parenting workshops on specific themes. The work will be overseen by a local Steering Group comprised of local organisations/groups.

Roots of Empathy

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.



The programme was unable to operate as usual due to school closures and when they opened up public health guidance limited the number of people from outside the school community who could visit. During the year, we looked at ways that we could continue to offer the programme while the pandemic continued. A six-week online recovery programme, focusing on reflecting on the changes in children's lives due to Covid-19 and building their resilience going forward, was offered to schools towards the end of 2020, although the take up of this from schools was very low. During 2020, 4,847 children availed of the programme, almost 3,500 fewer than in 2019. These 3,500 children all missed out on the opportunity to engage in a programme with proven outcomes that include increased empathy, emotional

development and knowledge, social understanding and pro-social behaviour as well as decreased aggression, violence and bullying.

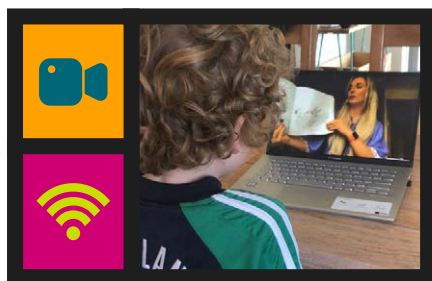
Wizards of Words

Wizards of Words (WoW) is an intergenerational evidence-based paired reading programme for children in first and second class in primary school who are, on average, 12 months behind their age group in their reading. The programme is proven to increase children's literacy and reading comprehension, as well as their enjoyment and love of reading. Although severely impacted by Covid-19, the WoW team worked with schools on a number of interim alternative options with a primary focus on retaining child, volunteer and school involvement in the programme and the children's connection to literacy including:

- Pen-pals, where the children received a letter from their volunteer pen-pal and were supported by their teacher to read the letter and write a response.
- Class Pen-pal, whereby the class group were assigned a class pen-pal who wrote to the group. They read the letters as a class and collectively wrote a letter in return.

Objectives and Activities

- Story Time, where the volunteer can join the class virtually and read a story with the pupils.
- Virtual Book Club, which parents, children and teachers log on to.



- Talk Time, where the volunteer joined the class virtually. The children interviewed the volunteer about a particular topic or time in their lives.

The WoW services received a great response to these activities with many schools engaging in multiple activity options.

Online Safety Programme

Through the generous support of our partner, Google.org, Barnardos Online Safety Programme provides workshops about Online Safety to children aged 8-14, teachers and parents. By March 2020, our workshops were updated and 28 new

trainers had been recruited to deliver our sessions in schools nationwide.

We were on track to meet our target of 80 schools in our pilot year, however this changed when schools closed. We needed to adapt quickly and initially we developed a short **5 minute video** for parents on subjects such as screen time, encouraging critical thinking online and general online safety tips.

During 2020, we conducted a survey with children, teachers and parents to hear their thoughts and concerns about online safety provision in Ireland, as well as how they were finding distance learning from home. **The survey results** were published in September. Overall, during the first lockdown, it was clear that children, parents and teachers didn't especially enjoy distance learning. Parents said they were most concerned about cyberbullying, whereas teachers were more concerned about excessive screen time and students being tired in class as a result. 80% of children said they would like to learn about online safety from their parents, but 57% also said that parents needed to learn more about online safety themselves. 93% of parents and 91% of teachers said they would agree with online safety being a part of the school curriculum.

Over the summer months, we set out to adapt our face-to-face workshops into webinars. We did this by working with a design agency to produce child-friendly, engaging graphics and videos and shortening our workshops from 60 minutes to 45 minutes. As a resource to help blended learning, we also worked on producing **15 minute lesson plans** that complement our workshop or can be used as stand-alone lessons. Our webinars take a positive approach to online safety, asking children to be STARs (S: Stay Safe; T: Think Smart; A: Ask for Help; R: Reach Out) online and to make good choices online.

During the year, the programme worked with 7,900 children across 67 schools as outlined in the table below:

Online Safety Programme	Total number
Schools	67
Workshops	316
Children face to face workshops	3,200
Children virtual workshops	4,700
Webinars for parents	213

Childhood Domestic Abuse Project

Established in 2019, the Childhood Domestic Abuse Project is a collaboration between Tusla and Barnardos. The overall purpose of the Childhood Domestic Abuse Project is to assist in increasing the visibility of childhood domestic abuse; to support a collective and collaborative approach to identifying the needs of children; and to deliver effective services in response.

The Project is focused on children who have experienced domestic abuse, and involves:

- Supporting the delivery of programmes responding to the needs of children who have experienced domestic abuse.
- Identifying and sharing best practice – providing practitioners with opportunities to upskill and enhance their approaches to responding to the needs of children.



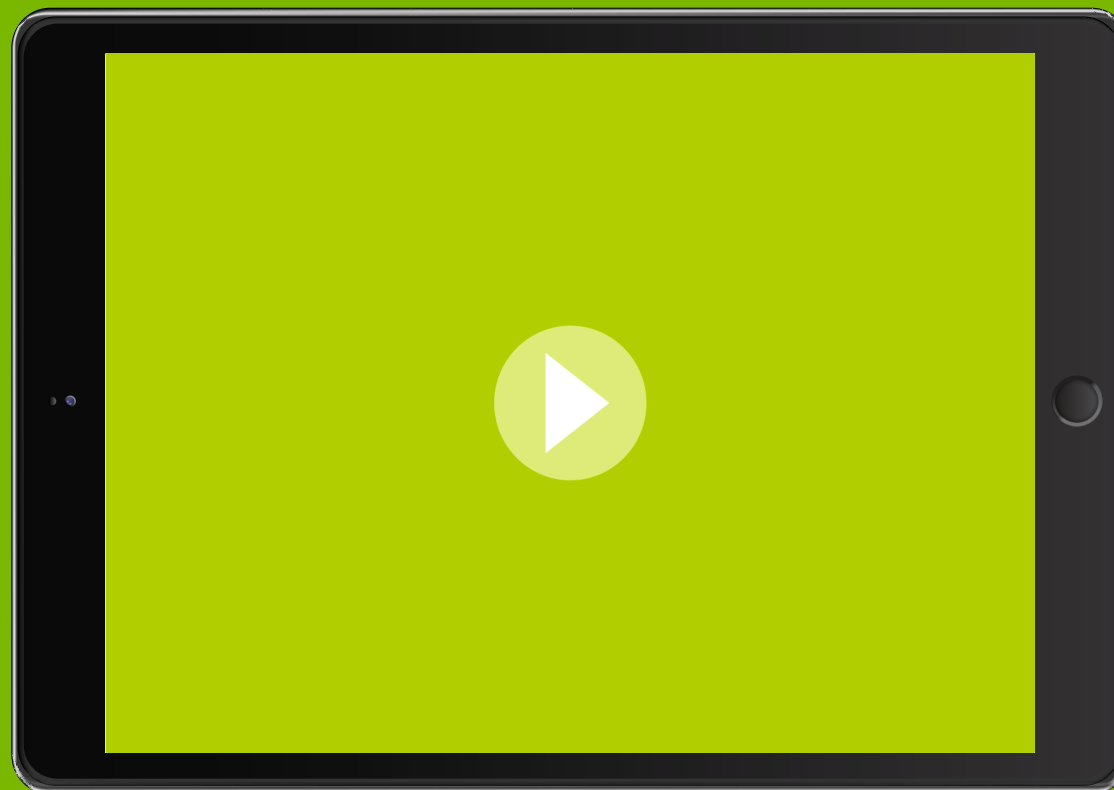
Objectives and Activities

During 2020, the National Childhood Domestic Violence Project worked to develop a common understanding of childhood domestic violence and abuse, which will assist in informing how effective responses can be delivered/ provided in order to best support children and young people. A draft definition was developed in collaboration with frontline service staff and frontline service managers in family support and the specialist domestic abuse sector through a collaborative forum called the Community of Practice, and with the members of the National Advisory Group.

Barnardos also facilitated a collaboration in a children's participation project, which aimed to hear what children and young people wanted to say about their experiences of domestic violence and abuse. This was carried out in collaboration with Adapt Services in Limerick, Meath Women's Refuge and Support Services, Cuan Saor Women's Refuge & Support Services, Barnardos TLC Programmes in Limerick/Clare and North Tipperary, and Empowering People in Care (EPIC).

Following a consultation project with 12 children nationally, a video was created to highlight their lived experience of domestic violence, which was launched during the 16 Days of Action in November 2020.

The project and process will continue in 2021.



 [Click here to view this video on the Barnardos website](#)



We recommend you to use Adobe Acrobat Reader 10 or higher to have access to the multimedia content in this report.

Make sure to allow multimedia content in Acrobat to enable the video. You can download a free copy of Adobe Reader [here](#). Adobe Reader is available for Windows, Mac and Android Devices.





Objectives and Activities

New Services

Barnardos Parents Supportline

Barnardos National Parent Supportline (PSL) was set up to provide extra support to families during Covid-19. During 2020, it supported 271 callers, many of whom have expressed gratitude for the support they received. This service is staffed by Barnardos project workers and can be reached on 1800 910 123.

The nature of calls has changed during the different phases of Covid-19. In the beginning, the focus of calls was predominantly about how to talk to your child about Covid-19. In the mid phase, the number of queries regarding managing children's behaviours and sibling dynamics was highest.

In recent times, the most common enquiry is seeking information about support services available. See the table below for a list of the ten most common enquiries received to the line to date.

Ten Most Common Enquiries
Information about services
Advice re care/custodial/access arrangements
Managing children's behaviours and sibling dynamics
Managing child's worries
Dealing with household bills
Relationship problems
Parents anxiety and worries
Advice on bereavement
Activities to do with child
Managing aggression and discord

Resource Bank Heart/Body/Mind

Barnardos developed resources for families in the Heart/Body/Mind section of the organisation's website. These activities have been updated throughout the year and have been designed to support children and parents' wellbeing in connecting their heart, body and mind through a variety of activities.

During 2020, these resources were accessed 13,144 times.



Learning & Development

Early Years Learning and Development / National Development Plan (NDP)

Barnardos' commitment to supporting the development of knowledge and skills and quality services to achieve positive outcomes for children and families continued in 2020 with many of our supports moving online to adapt to the changing needs of professionals. We provided online publications, training, information and practice support to parents, voluntary, statutory and community organisations, students and Barnardos staff. We also contributed to policy developments for the Early Learning and Care (ELC) and School Age Childcare (SAC) sector through ongoing collaborative working with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), Tusla and many other networks and forums nationally.

Throughout 2020, we provided training through online webinars on topics including Child Protection, Supervision

and Trauma Informed Practice in Early Years Services to 896 participants. We also added a new course on the Rights of the Child in ELC to our suite of e-learning courses, with nearly 28,000 users of Barnardos e-learning in 2020.

We produced a number of online resources to support parents and providers through issues relating to Covid-19 and 17 new publications for professionals, with a total of more than 30,000 Barnardos publications disseminated throughout the year. To build the capacity of ELC settings, Regional Development Workers continued to mentor and support early childhood professionals including through remote means such as video conferencing. Our Library and Information Service provided access to resources on an extensive range of child-related issues, adding 36 e-books to our collection and increasing membership to 1,067 members. The library also responded to 1,971 queries and provided daily summary of child focused newspaper articles to over 3,000 subscribers.

During 2020, Barnardos conducted two Research Surveys. The first on the impact of Covid-19 on family life and the second explored parents needs and worries in relation to their children returning to school. These surveys are explained further on the following pages.

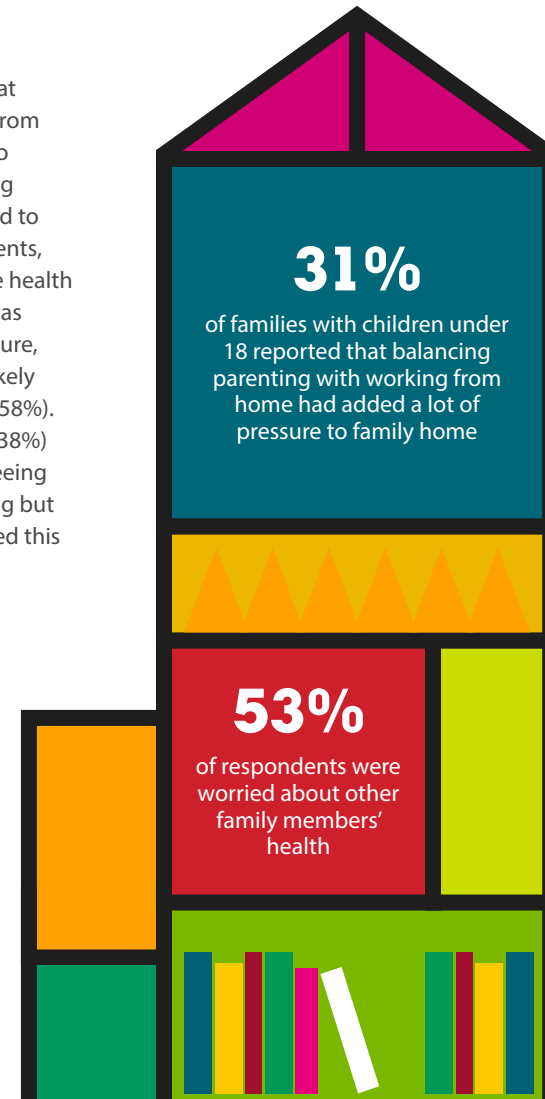
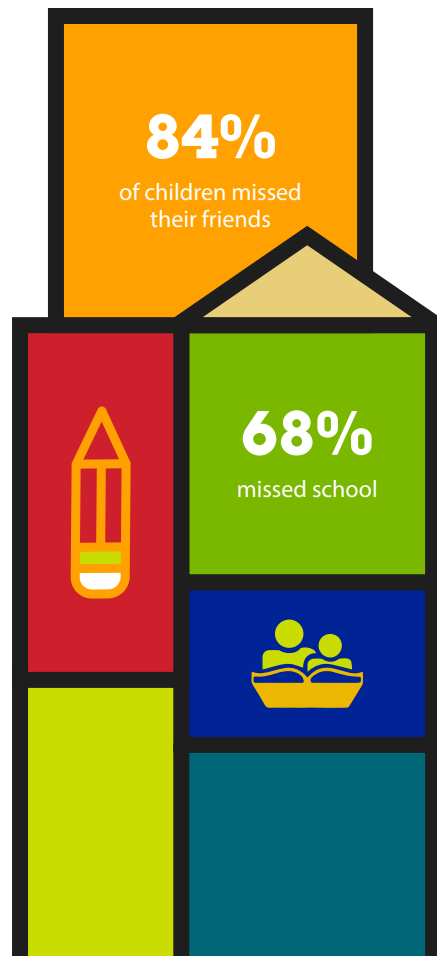


Objectives and Activities

1. Impact of Covid-19 on Family Life Survey

Barnardos Impact of Covid-19 on Family Life Survey was conducted in May 2020, with 2,683 parents responding to the survey. The results of this survey indicated that 84% of children missed their friends, 68% missed school, 53% were having more difficulty with their bedtime routine and 38% were experiencing more tantrums and outbursts. The findings also showed that those parenting alone and those with children under the age of 10 reported feeling the most pressure of the Covid-19 restrictions. Children were reportedly more concerned about family members contracting Covid-19 than they were about themselves contracting the virus (459, 27% compared to 277, 16%).

Of families with children under 18, 532 respondents (31%) reported that balancing parenting with working from home had added a lot of pressure to family home. This was mostly among cohabiting couples (34%), compared to lone parents (19%). Of the respondents, 1,410 (53%) were worried about the health of other family members and this was fairly consistent across family structure, although lone parents were most likely to be worried about others' health (58%). Over a third of respondents, 1,026 (38%) reported feeling down about not seeing friends and again more 'co-parenting but living apart' or 'lone parents' reported this (51% and 43% respectively).





Objectives and Activities

2. Barnardos Back to School Survey

Barnardos Back to School Survey was conducted in July 2020 with 1,765 parents and 255 children. The vast majority of parents believed it was important for their children to return to school, however 50% (primary) and 53% (secondary) were worried; with 16% (primary) and 21% (secondary) actually saying they would prefer if their child was not returning to school to reduce their risk of contracting Covid-19. Parents felt it was important that their children return to school for emotional and social development (95% primary, 92% secondary); mental health (93% primary, 91% secondary); and, while still high, parents placed less emphasis on learning and development (89% primary, 86% secondary).

The majority of parents felt they had insufficient information about their child's return to school and what the day would look like (73% primary, 65% secondary). The majority of parents found balancing work and home-schooling difficult.

A large proportion of parents (44% of primary school and 48% of secondary school parents) found managing technology for online learning difficult. Around a quarter (23%) of both primary and secondary school parents said they didn't have ready access to the required technology for their child to learn remotely.

Two out of five children said they felt positively about returning to school; but one in five felt negative. Many children and young people had mixed feelings. Three quarters of children (74%) also said they are looking forward to seeing their teachers, but most children and young people (70%) were not looking forward to homework. Three out of five children and young people (60%) said they are worried about Covid-19 when they thought of returning to school.

There was an even 50:50 split between those who loved having a parent as a teacher and those who did not. On learning beside siblings most children and young people felt more negatively, with 65% saying they did not enjoy trying to learn with a brother or sister. Over a quarter, 27%, of children told us they did not have enough time on a computer, tablet or phone to do their work.

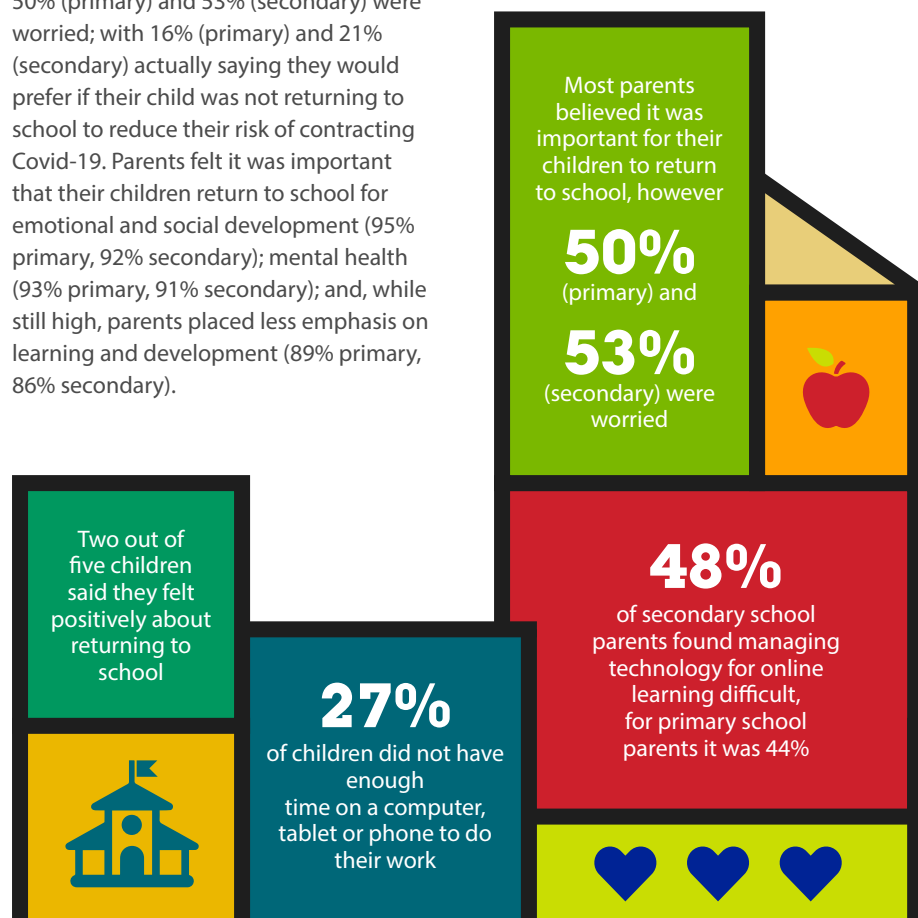
Training

Internal Training

The Covid-19 pandemic and corresponding restrictions affected our internal and external training calendars significantly in the first half of the year. From July to December 2020, we reintroduced training with 50 training sessions provided to staff on 20 different topics, with 1,681 staff training days in total. We successfully delivered online training on Trauma Informed Practice, Data Protection, Child Protection, Cultivating Self Compassion, Health and Safety, Brief Interventions, Mindfulness for Children and Manual Handling.

External Training

Our ability to deliver external training was also impacted by Covid-19. We adjusted our training provision to an online format. In total, we ran 70 different external training events for 1,890 participants covering training topics such as Child Protection, Introduction to Infant Mental Health, Trauma Informed Practice and Making the Most of Supervision and Understanding Child Development through a Trauma Informed Lens.



Objectives and Activities

Spotlight on Quality

- Child Protection Audit 2020

During 2020, we completed a review of our Child Protection and Welfare Report Forms (CPWRFs) over a three-year period: 2018, 2019 and Q1-3 2020. The analysis of the data allowed Barnardos to review the trends from a practice perspective in reporting Child Protection concerns against the five Categories of Abuse - emotional abuse, neglect, physical abuse, sexual abuse and child welfare concerns - and identification of trends in relation to location, region, time of the year. The impact of Covid-19 in relation to reporting of Child Protection concerns was also considered in the review.

The total number of reports submitted over the 36 month period was 1,221. This amounted to between 430 and 450 annually. In relation to the five categories of abuse, emotional Abuse was the highest reported category with 333 (27%) with child welfare second highest 318 (26%) and sexual abuse the lowest at 76 (6%). When compared with Tulsa's figures regarding the prevalence of concerns reported to them between January 2018 and September 2020, there was a clear alignment of the figures with Tulsa identifying child welfare and emotional abuse as the top two categories with sexual abuse the lowest.

Total number of CPWRFs submitted between January 2018 and September 2020

Alleged nature of concern

Concern about emotional abuse



Concern about child welfare



Concern about physical abuse



Concern about neglect



Concern about sexual abuse



Table: Total number of CPWRFs submitted between January 2018 and September 2020

¹This figure is not representative of 2020 as a whole.

A key observation of the review is that there was consistency in terms of numbers of reports across the three years audited and no significant upsurge or decrease in any of the years, which indicates a steady consistency across all Barnardos services. Patterns in relation to when reports were submitted were also analysed and it

emerged that in 2018 and 2019 there was a notable increase in reports in September while in 2020 we experienced a surge in reporting in July rather than September. We believe this to be connected to the re-opening of society following the initial national lockdown introduced in March 2020.

During the period of March, April and May, where restrictions were at their highest, the number of reports did not decrease compared to 2018 and 2019, which is indicative of our ongoing contact and work with vulnerable children and families through the Covid-19 crisis.

We will utilise the findings from this review to support further learning in relation to our child protection practices, exploring patterns and trends in greater detail locally, regional and nationally.

Electronic Record Keeping

In 2020, we started on our journey to source a new electronic record keeping system. At the end of 2020, a planning and scoping phase for the development of a new system to replace our current electronic record keeping system was completed. A participative approach was taken to facilitate organisation-wide engagement in enabling staff to contribute their views and experience of our current system to help us get a real idea of what we want from the next system. We move to the next phase of the project in early 2021, when we go to tender to find an agency to work with us on developing the new system.



Mary is four years old. She has been attending Barnardos Early Years services since last year and the team in Barnardos had been supporting her family in managing a medical diagnosis for Mary.

Among other things, one particular issue Barnardos were supporting Mary and her family with was getting her toilet trained. Barnardos Early Years team have a specific programme that they use and Mary was due to start that just before the lockdown.

The Barnardos team revisited how they could offer this support, and were able to communicate with Mary's parents over the phone and by email to help them execute this programme themselves. They had regular check-ins to see how things were progressing, and also to offer advice and guidance to the family on any other issue arising during the lockdown.

You can only imagine Mary's excitement as she ran through the doors of our service when we reopened recently to tell everyone she now doesn't need to use her Minnie Mouse potty anymore.



Directors' Report

Financial Statements



Strategy, Achievements and Performance

GOAL 1

The development of a suite of trauma informed services

Suite of Trauma Informed Training

During 2020, we made good progress towards our strategic goal of becoming a trauma informed organisation. A key aspect of our current strategy is the provision of trauma informed services to vulnerable children and families. We recognise that the needs of children and families who experience trauma and adversity are complex and diverse, and require a variety of tailored, trauma informed programmes. Families with complex needs will experience services that are informed by the latest evidence and that can support them to bring about significant change in their family lives.

Sensory Attachment Intervention (SAI) is an integrative approach to the treatment of children and adults who have suffered abuse or severe neglect. In 2020, we completed a pilot training of Sensory Attachment Intervention, which involves 10 days training: Sensory Attachment Intervention (3 days); Dynamic-Maturational Model (DMM) of Attachment and Adaptation (3 days); Just Right State Children Programme (2 days) and Just Right State Parent Programme (2 days). The Just Right State programme that staff are trained in provides a structured programme which can be completed with children and/or parents individually or in groups.

The remainder of the trauma informed training plan was adjusted due to the impact of Covid-19 and continues to be rolled out using online platforms. During 2020, 50 staff received training in Creative Mindfulness for Children and 267 staff received training in Cultivating Self-Compassion.

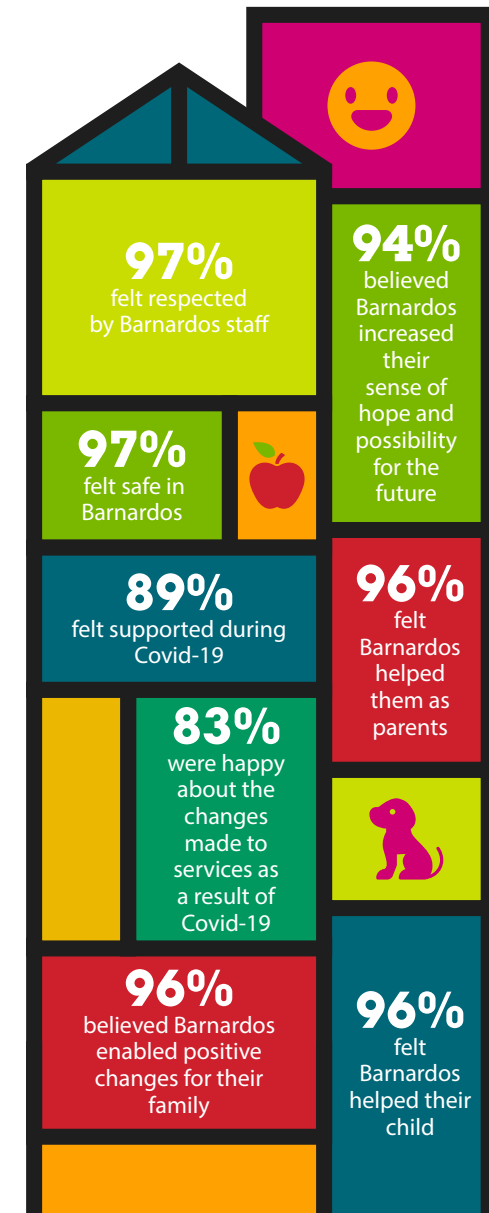
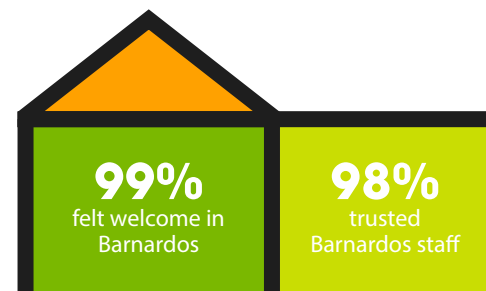
Service User Voice

Service User Satisfaction Survey

We had scheduled a survey of all the children and families who attend our services in March 2020, but this was pushed back due to Covid-19. The survey consists of a parent's survey, an older children's survey, and a younger children's survey. To facilitate and capture the experiences children and parents who were due to finish up with our Early Years services, we rolled out the survey early in July for these services only. The main survey was completed during October and November 2020.

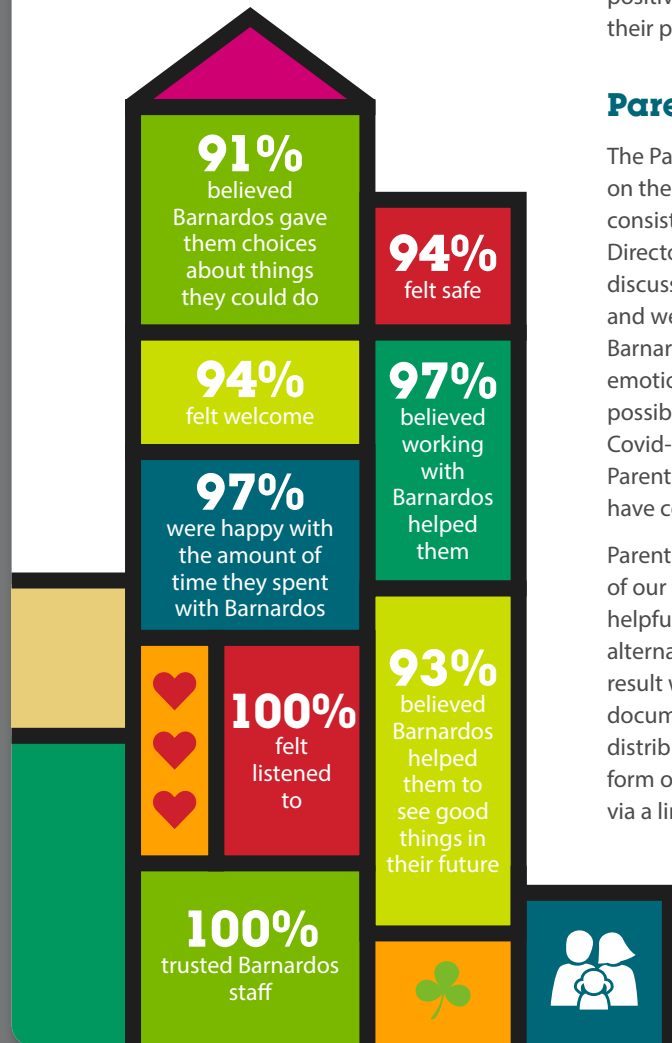
There were 208 responses, 79 of whom were children and 129 adults. Outlined below are some of the key findings:

Parents who agreed or strongly agreed:



Strategy, Achievements and Performance

Older children agreed or strongly agreed:



Younger children liked the activities they did with Barnardos. They found the emotional support beneficial and spoke positively about their relationship with their project workers.

Parental Participation

The Parents Advisory Group commenced on the 4th February 2020. The group consisted of six parents, who met with the Director of Children’s Services. Areas of discussion included establishing a trusting and welcoming environment throughout Barnardos services to nurture feelings of emotional and physical safety. It was not possible to continue these groups due to Covid-19, however we aim to reinstate the Parents Advisory Group once lockdowns have ceased.

Parents participated in the development of our new Parents Guide. One of their helpful suggestions was to develop an alternative to the paper version and as a result we created an audio version of the document. This has been developed and distributed to all services. This took the form of an MP3, which can be easily sent via a link to a phone, tablet, or email.

GOAL 2

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

Trauma Informed Approach to Addiction

Work on the development of a trauma informed approach to addiction was delayed due to Covid-19. Barnardos’ current approach has been reviewed and written up and a review of the literature was completed in 2020. A conference focusing on national and international best practice in the area of supporting families facing addiction planned for the end of 2020 has been postponed until 2021 due to Covid-19.

Individual Work with Children Programme

Work on developing our Individual Work with Children Programme progressed well during 2020. Feedback from children and parents as well as practitioners and managers involved in the pilot process were incorporated into the programme design. Following a consultation process with children, the programme name was decided as ‘This is Me’. The online training programme supporting the roll out of the ‘This is Me’ programme commenced in October 2020 with 60 staff and managers trained and ready to commence implementation of this new programme.

Early Years Centres Quality Assurance

Due to Covid-19, the deadline for registration of Early Years Centres was extended. Our Early Years services continued to complete work on their Síolta Quality Assurance Portfolio with the support of their Síolta mentor in preparation for submission for validation. The national validation process has been suspended until 2021 to align with public health advice.



Strategy, Achievements and Performance

GOAL 3

Conducting and publishing evaluations that monitor and produce evidence of our programme effectiveness

Post Adoption Service Evaluation

During 2020, Barnardos, in partnership with Queens University Belfast, commenced an evaluation of the Post Adoption Service for children. The fieldwork was delayed due to Covid-19; however, the survey with parents and professionals was completed in 2020. The evaluation will be completed and the report published in early 2021.

Youghal Evaluation

An evaluation was completed of our new family support service in Youghal, Co Cork in March 2020. The findings were positive, with recommendations from referrers and families to further resource Barnardos in Youghal. The Youghal service has received continued funding beyond 2020.

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

We have been successful in reaching this strategic goal with 1,254 additional children and parents worked with in targeted family support and early years services compared to 2018. In 2019, we worked with an additional 306 children and parents and in 2020 we worked with an additional 948 children and parents in our targeted services.

GOAL 5

Delivering a breakeven budget by 2021

We are extremely grateful to all our donors who in a year of crisis continued to support our vital work and ensured that we were able to reach and surpass our goal of achieving a breakeven budget.

Alongside the rest of the organisation, Barnardos fundraising and communications teams quickly responded to the impact of the Covid-19 pandemic. The inspiring work of staff and the way in which our frontline services for children rapidly adapted to ensure they could continue to be there for the most vulnerable families in our care made a very clear case for support and the public response was incredibly generous.

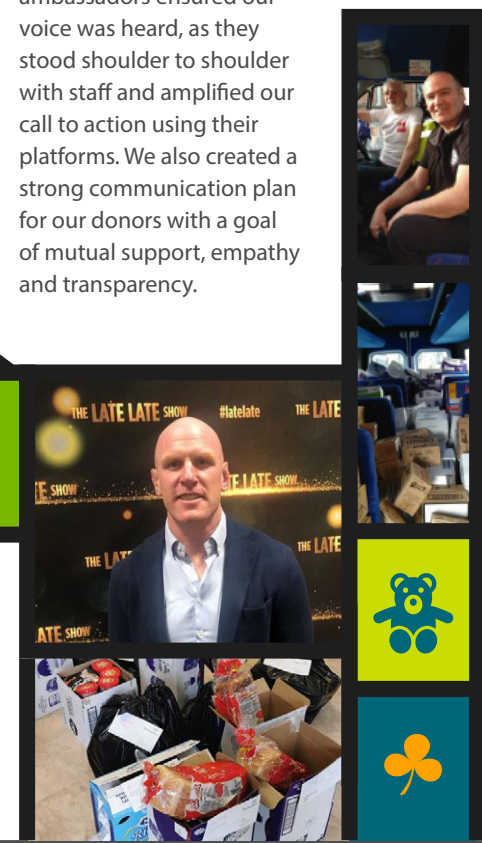
The immediate launch of the *Barnardos Covid-19 Emergency Appeal for Children* was based on clear messaging around the urgent practical needs of Barnardos families during the pandemic.



The creation of short, medium and long-term plans gave us the flexibility to respond to the external environment while giving all income streams a new critical path to guide us through the year. Working in alignment with this timeframe was

helpful in terms of planning our marketing and fundraising campaigns. It allowed us to reflect and respond appropriately to the public mood on a phased basis.

A clear 'whole organisation' focus on communications, served to highlight the work and needs of frontline services to the public in a clear, tangible and immediate way. The support of our celebrity ambassadors ensured our voice was heard, as they stood shoulder to shoulder with staff and amplified our call to action using their platforms. We also created a strong communication plan for our donors with a goal of mutual support, empathy and transparency.



Adapting in Response to Covid-19

Finglas Early Intervention Service

Mary Potts was the Project Coordinator for the Finglas Early Intervention Service (FEIS) at the start of the Covid-19 pandemic in mid-March 2020. FEIS is one of seven Barnardos Early Years services. There are 10 team members delivering the service to 14 children aged between 2 years 10 months and 5 years.



We had to reinvent ourselves to a Family Support service

Barnardos Early Years centres are warm, welcoming and engaging. Each service delivers the Tús Maith curriculum, which is designed to maximise the children's educational and developmental outcomes to support them in getting ready for school. The communities where our services are based are characterised by a range of complex social issues and many of the children come to us displaying a high level of needs. Much of our work outside of pre-school time is with the parents and their families, supporting them alongside the work we do with their children.

The government restrictions put in place in March 2020 meant that our Early Years services had to close suddenly. We had to quickly and creatively reinvent ourselves to develop new ways of staying connected with the children and supporting their families during this time.

Before Covid-19

While some parents drop their children to the service, the majority come on the bus. Our bus collects the children at 8.40am and brings them to the service each day.

The children begin their day by having breakfast together and the rest of the morning is broken into different activities which are all part of the Tús Maith curriculum. These include things like circle time, outdoor time, play and reading.

The children's day finishes with a hot dinner prepared by our cook, Marie. Mealtime has always been a happy time for everyone in our service. All of the children sit together at the table and eat their food together each day. We all chat with the children and there is always a sense of fun. Marie prepares homemade meals such as her shepherd's pie, stew, coddle and roast dinners. On a Thursday there is the added treat of dessert! Every child has a favourite dessert and Marie knows each one.

That connection with friends, doing the activities, having fun, learning and enjoying Marie's dinners together every day are all things that the children would really come to miss during lockdown.

Immediate impact of Covid-19

While we didn't realise it at the time, Thursday March was to be the last day we'd be able to bring the children into the pre-school for another 3.5 months, until the 29th June.

Suddenly having all their children at home all day without any outlets was really difficult for our parents. Many spoke to us

about feeling under real pressure to keep their children busy every day and feeling worried about how they could keep them learning and developing.

Many of our parents were worried about money, struggling to afford breakfast, lunch and dinner every day for everyone in the household. Up until this point, the children had all been having breakfast and hot meals in the Early Years service every day. Many older siblings had been getting their breakfasts and dinners in their schools too. Suddenly losing these meals for the whole family every day created a real worry and stress for parents.

Like many people, some of our parents were feeling scared. Many were worrying about how to keep their family safe and about the emotional impact of lockdown on themselves and their children. We also knew that the children would not really understand what had happened and would be missing their friends and their teachers, and that they would be disconnected from their learning and developmental activities and opportunities at school.

We listened to our parents and focused all of our efforts on the main areas they were



Adapting in Response to Covid-19 – Finglas Early Intervention Service

worried about. We agreed that we needed to be working with parents over the phone and online, offering parenting support and advice, delivering hot meals, food parcels and activity packs to their homes, and connecting both parents and children to their school work and continued learning.

Remaining connected at a social distance

We began linking in with all our parents by phone and video calls each week. We gave them parenting support and advice, helping them to build new routines at home for the children. We talked them through their worries and helped them to access other types of help when they needed it.

Marie began cooking hot meals for the children and their families. She made all their favourites that she knew the children would be missing. We did food shops and created food parcels for families to support them in making their own meals at home. Sometimes we gave parents recipes and the ingredients needed to make dinner, supporting them to make dishes that they may not have made before.

We created weekly activity packs for the children which were filled with fun activities, games and different ways of

helping the children learn and keep focused, busy and active. We included some of our mindfulness activities, that the children would recognise and helped the parents to use them with the children. Each pack was different depending on how old each child was and what we knew they liked.

We set up a parents and teachers text message group and got consent and permission from each parent for them to participate in it. We made videos of the Child and Family Development Workers reading some of the children's favourite stories and sent this to the parents in the text group. If a child was missing their worker or the service, their parents were able to show them the video. It felt like a lovely way for us to stay connected with them and the parents said they felt that too. We wrote individualised notes to the children and included these in the activity packs, with the particular activities or items that we knew each child liked or would recognise.

We connected with the families by going to their homes on the bus to deliver the food parcels, hot meals and activity packs. We dropped these off on their doorsteps, sometimes waiting for them to go inside so they could phone us to discuss any issue that might have arisen during the

week. We would always know, even though we couldn't see them and weren't able to go into their houses, if there was something wrong. As time went on during lockdown we were able to safely turn these drop offs into opportunities to link in with families, from a social distance, in their front garden. These door stop visits became really helpful ways to check in with the children, especially at times when we were worried about families. We also supported a number of families who had accessed our service previously but whose parents had gotten in contact to let us know they were finding the situation challenging.

Our work during this time with the children was mainly through their parents and we were really amazed at how hard our parents worked with us and how quickly they became a large part of their children's education and development during this time. This is something that we agreed we definitely wanted to continue post lockdown and will continue post Covid-19.

Reopening the Early Years service

Reopening our service was exciting but we were feeling nervous too and so were

some of the parents. We were delighted for the children to come back but we wanted to make sure we had everything in place to keep them safe. We changed our opening hours to allow time to do the Covid-19 cleaning schedule we had to put in place. We were able to turn the two groups of seven children into one pod of 14. This kept them in the same class that they would have always been in. There were some changes to the adults in the pod, which made a big difference for us. We could no longer have volunteers or students in the pod to help out during the day. We absorbed all the Covid-19 requirements like sanitising and washing our hands and covering our sneezes and coughs into our routines and talked the children through these processes. The children were delighted to be back to school and we are grateful that this has been able to continue.

My main memory of that time was how quickly we adapted to our new way of working. Remaining connected in this reimagined way was so important for the families during that time.

Strategy, Achievements and Performance

Fundraising

Partnerships

The response of our partners was swift and overwhelmingly supportive. Following the initial lockdown restrictions implemented in March 2020, a number of current and new donors rallied behind Barnardos to ensure we could continue providing our services to those most in need. Liberty Insurance, Barclays, Athora, Cellnex, Citigroup, Heinz and Datadog, among many others, were incredibly generous.



Their donations gave us the financial ability to provide vulnerable families in our care with the practical and emotional services they vitally needed during this stressful time. 2020 also saw the development of new partnerships. We were thrilled to launch our collaboration with Aldi Ireland in October and are delighted to see the impact of this partnership, from stock for our charity shops to employee and customer support through to on-pack sales in stores nationwide. We look forward to working with Aldi staff and customers on an exciting calendar of events in 2021 and beyond.

Dell Technologies helped Barnardos staff ready themselves for remote working for the first time – from developing a project plan for our new Digital Support activity to sharing expertise in remotely managing teams and supporting the move to remote management of our call centre. Despite being a year we all had to keep our distance, our partnership with Dell Technologies continued to grow ever closer with the culmination of our reimagined National Collection Day and The Dell Technologies Virtual Talent Show.



Other partners who continued to show their support for our work throughout the year included IKEA, Saint Gobain, Ulster Bank and The Irish Sun. Despite having to cancel several of our key events with partners, they all stepped up to ensure that we could continue to raise funds and facilitate our frontline services across Ireland at a time when they were needed more than ever.

Event and Community Fundraising

The success of our digital fundraising campaigns in previous years gave us the opportunity to move our activities to online platforms with relative ease.

We increased the levels of participants in our online challenges by 587% and were thrilled to create engaged communities of thousands of new fundraisers while introducing them to our work and the impact of their sterling fundraising efforts. We are hugely grateful to all of our Community Fundraising Heroes who took part in challenges throughout 2020.

From Baking to Burpees - the generosity of our supporters has been overwhelming.

The much loved Cadbury's Easter Egg Hunt in aid of Barnardos was the first event sadly cancelled on our fundraising calendar. We were deeply moved when our long-term partners decided to donate the amount of funds that would have been raised regardless. Their kindness in the face of such uncertainty was an inspiration to all of us in Barnardos and we are truly grateful. The Barnardos Big Toddle at Home launched online and was a big hit with the parents of toddlers across Ireland. We were inundated with cute pictures of toddlers taking part in their first ever fundraising activity and we loved it!



Strategy, Achievements and Performance

Our National Collection Day morphed into our first Digital Day of Giving, which we renamed #NoBuckets – the support we receive from our friends and partners at Dell Technologies continues to inspire us and we are sincerely grateful for their ongoing support.

Individual Giving

The Barnardos family of regular and committed donors continued to grow in 2020 as we pivoted towards TV and telephone campaigning. Our face-to-face fundraising teams were redeployed to work on donor care telephone calls to ensure that our supporters were fully informed of our frontline work throughout the pandemic. Our calls focused on ensuring that our wonderful donors felt supported and valued in the midst of such a challenging time.



In 2020 we were honoured to receive a number of gifts in wills from members of the public. We remain deeply grateful to those people and their families who chose to leave a legacy with Barnardos and, in doing so, have enabled us to create a brighter future for the most vulnerable children in Ireland.

Our website saw a 398% increase in online donations on the previous year and a total of 404% increase across our direct mailing appeals. We were honoured to get such a generous reaction and endorsement of support from the public during this uncertain year.

Trusts and Foundations

The relationships Barnardos has developed over the past number of years with our trust and foundation partners was central to the success of receiving a number of significant donations for our work. Our philanthropy team worked closely with children's services staff and were able to deliver accurate and clear submissions for urgent funding which were then quickly distributed to our frontline services.

We would like to thank the following partners who continued their support of our work with vulnerable children and families in a year when it was never more needed: Basis Point, Community

Foundation of Ireland, The Ireland Funds and Rethink Ireland. We would also like to thank the many private donors who were so supportive during this time. Their understanding and awareness of the emerging needs for Barnardos children and families during the crisis was generous and enduring - we are deeply grateful for their support.

We would also like to take the opportunity to thank the Community Foundation of Ireland and the RTÉ Late Late Toy Show. It was a privilege to be named as one of the first recipients of their brand new Toy Show Appeal and it gave the staff, children and families of Barnardos an enormous sense of pride to be associated with the inaugural event. While the show aired and funds were raised in late November 2020, the donation will be given to Barnardos in 2021.

Retail

The impact of Covid-19 was felt acutely in our retail division with our shops having to close in line with Government restrictions.

Although this had a significant impact on the income of our shops, the retail team worked quickly and with great determination to ensure the safety of our staff, donors, customers and volunteers upon reopening. In the periods where we were able to trade, business proved to be strong and we would like to thank our staff and volunteers for delivering excellent standards across all areas during this challenging time. We would also like to thank our corporate donors who continue to support us through our Barnardos Brand New programme and Barnardos Bridal. These donations will provide a firm foundation for us to achieve our financial goals going forward.



Our People

At the end of 2020, we had 430 employees (42% full-time, 58% part-time). Our average number of employees was 426 (2019: 424).

Our employees, volunteers and Community Employment (CE) participants responded to the challenges raised by Covid-19 with remarkable adaptability, imagination and resilience. As an essential service, our work continued to respond to the needs of families during the varying restrictions, adapting our work to ensure safety while maintaining our availability to the children and families who need us.

During 2020, we worked to ensure compliance with the national Return to Work Safely Protocol, Work Safely Protocol and other national guidance. All of our workers have completed Covid-19 induction training, and we have risk assessed our work to ensure that we minimise the risk of exposure to Covid-19 for our workers, families and customers.

We trained our Lead Workers and provided ongoing support and resources to support them in their work.

Our Health & Wellbeing Group, comprised of employees from across the organisation, met four times in 2020, generating feedback from employees directly on their experience of working in these challenging times and the supports available to them.

A number of webinars were held throughout the year to ensure that staff were informed of organisational updates and ensure that we created a sense of connectivity, although many staff were working remotely.

In Q4 of 2020, we completed an Employee Engagement Survey, the results of which will be communicated in 2021.

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 2020. We have continued to offer attractive work life balance and leave arrangements including additional flexibility for our employees facing the challenges of balancing home and work life.

Our absence rate in 2020 was 3.7% (4.7% 2019).

Due to the considerable financial uncertainty at the start of the pandemic, including the closure of Barnardos Retail outlets due to changing public health restrictions and curtailment of some of our activities, 30 staff members were placed on the Temporary Wage Subsidy Scheme (TWSS) and some others were temporarily laid off. Staff were re-engaged between the lockdowns, when restrictions were eased and taken off the TWSS. Towards the end of the year, 15 Retail staff were placed on the Employment Wage Subsidy Scheme, due to the public health guidelines to close shops as a result of increased Covid-19 infection rates. Barnardos has worked to maintain connections with staff by availing of these schemes where appropriate.

CE Schemes supporting our work in Limerick and in our shops had a total of 43 participants in 2020 (2019: 56), the impact of Covid-19 restrictions is clearly visible.

Barnardos engages a number of contractors in our services. Our external training is delivered by a combination of staff and contractors, the contractors are on our External Training Panel.

Our Guardian ad Litem service also engages contractors to provide this essential service alongside Barnardos staff. The Guardian ad Litem are court appointed.

Internal Training

In 2020, Barnardos Internal Training Team delivered a total of 51 training events providing training to 1,695 participants across our own staff group. Due to the impact of Covid-19, a large proportion of the training programmes were converted online (71% online vs 29% in person) and covered a range of topics such as Health & Safety, HR and statutory training such as Child Protection. During 2020, as a direct result of Covid-19, Barnardos delivered a number of Covid-19 specific trainings to ensure all staff were safe and able to continue to deliver services within this context. This training covered topics such as Lead Worker, Return to Work and Data Protection Working From Home Training. We also continued our commitment to delivering Trauma Informed Training to frontline staff who work with the most vulnerable children and families and rolled out a total of seven programmes on this topic by year end.

Our People

External Training

2020 proved to be a very busy year for the Barnardos External Training Team as by the end of the year 70 separate training events had been delivered to a total of 1,890 participants across 277 separate external organisations. Barnardos continues to uphold its high quality of training delivery in line with our Quality Assurance Framework, receiving an overall satisfaction rating of 91% for all training delivered. The Barnardos External Training Team also felt the impact of Covid-19 restrictions with 30 face-to-face events initially cancelled. However, following the conversion of most of our training programmes online, the majority of cancelled events were rescheduled for later in the year. By the end of the year Barnardos had delivered 75% of its external programmes online and 25% in person.

Barnardos continues to see a high demand for Child Protection Training across public and tailored events.

In addition, 2020 saw a new demand for Supervision Training across early years and school age organisations with plans in place already to deliver a further five programmes on this topic in the first quarter of 2021.

There is also a positive trend emerging for Trauma Informed Training with our 'Introduction to Trauma Informed Practice Programmes' delivered seven times between public and tailored events.

The success of our 'Child Development Through a Trauma Informed Lens' Programme receiving an overall satisfaction rating of 88% has led us to make plans to deliver this programme as a tailored programme in early 2021.

Volunteers

We are delighted to have such a committed group of volunteers committing their time and skills to Barnardos in a variety of positions across the organisation including in our shops, warehouse, Wizards of Words and Roots of Empathy programmes, other service positions, our offices, our Board Committees and of course, our Board. The outbreak of the Covid-19 crisis had a significant impact on the volunteers supporting our shops, services and offices. Our main focus throughout the year has been retaining regular contact with the 291 volunteers to keep them engaged in Barnardos, with the hope that they will return to volunteer when it is safe to do so.

Thankfully we were able to have 51 volunteers involved in our services from September to December. These volunteers were mainly involved in the adapted virtual Wizards of Words (WoW) literacy programme, and also in some of our breakfast clubs. With the Covid-19 restrictions, our shops had to cease operating twice during the year and at least half of our shop volunteers were unable to return to volunteer due to Covid-19 public health warnings when the shops were operating from July to October and for the month of December. We recruited extra shop volunteers during these times, who assisted us greatly with the running of the shops. The economic benefit of the work by our volunteers is estimated at €0.39 million.



Our IT Team

Barnardos IT support function provides services and support to all staff at our centres nationwide. Throughout 2020, the IT team successfully continued to deliver IT services, dealing with over 7,650 IT support issues, a 61% increase on 2019. The significant increase in support issues was a direct result of the move to online working due to Covid-19 restrictions. This required the IT staff to build IT capacity and infrastructure to facilitate all of our staff to continue their work from a variety of locations in a blended way over the course of the pandemic. This work was important to enable the continuation of our services throughout the pandemic. The IT team deployed over 280 new devices to staff during 2020.



Nuala O'Connor, Cook at Barnardos Tivoli Centre

At each of our seven Early Years centres, our cooks prepare a nutritious morning snack and a hot lunch for the children attending the service. Providing nutritious food enables children to concentrate and participate. The preparation of food is just one part of this important role. The children coming to our Early Years services can have a range of difficulties in relation to eating. This includes difficulty participating in the experience of a shared mealtime or having poor eating habits.

Before the Covid-19 pandemic the cook would often sit with the children and help those who may find mealtimes hard. The cook also supports parents by providing information on healthy eating. This is done through the delivery of workshops to parents on food nutrition; the importance of healthy eating; and how to gradually change eating habits. Our cooks have played a central role in our response to the Covid-19 pandemic.

With many families unable to go to the supermarket due to children being discouraged from shopping trips, our cooks have helped to ensure that these vulnerable families had food provided for them. This included preparing hot meals, developing recipes and putting together food hampers. The important knowledge base that our cooks retain on each individual child's eating habits and preferences ensured that each family's individual needs were supported.

This has meant we have been able to help and support parents make the connection between health and nutrition throughout the crisis. When our services re-opened at the end of June, the children were delighted to return to the service

to meet their friends and see the staff. The introduction of pods - smaller groups within class structure - has however, changed how the cook can interact at mealtimes and they no longer have the opportunity to bake with the children.



 [Watch this video on Youtube](#)



We recommend you to use Adobe Acrobat Reader 10 or higher to have access to the multimedia content in this report.

Make sure to allow multimedia content in Acrobat to enable the video. You can download a free copy of Adobe Reader [here](#). Adobe Reader is available for Windows, Mac and Android Devices.

Overview of Barnardos Services 2020



Directors' Report

Financial Statements





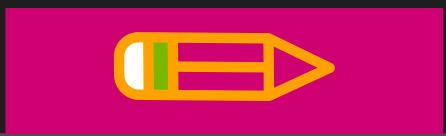
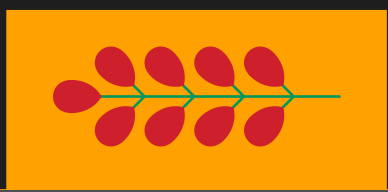
Overview of Barnardos Services 2020

[← Back](#)

During 2020, a total of 17,918 (2019: 21,168) children and parents benefitted from Barnardos' targeted family services.



2020 (2019)	Children's Services	Roots of Empathy	GAL	Total
Children	5,407 (4,820)	4,847 (8,344)	851 (818)	11,105 (13,982)
Parents / Carers	4,870 (4,509)	NA	NA	4,870 (4,509)
Sub-Total	10,277 (9,329)	4,847 (8,344)	851 (818)	15,975 (18,491)
Groups	1,943 (2,677)	NA	NA	1,943 (2,677)
Total	12,220 (12,006)	4,847 (8,344)	851 (818)	17,918 (21,168)

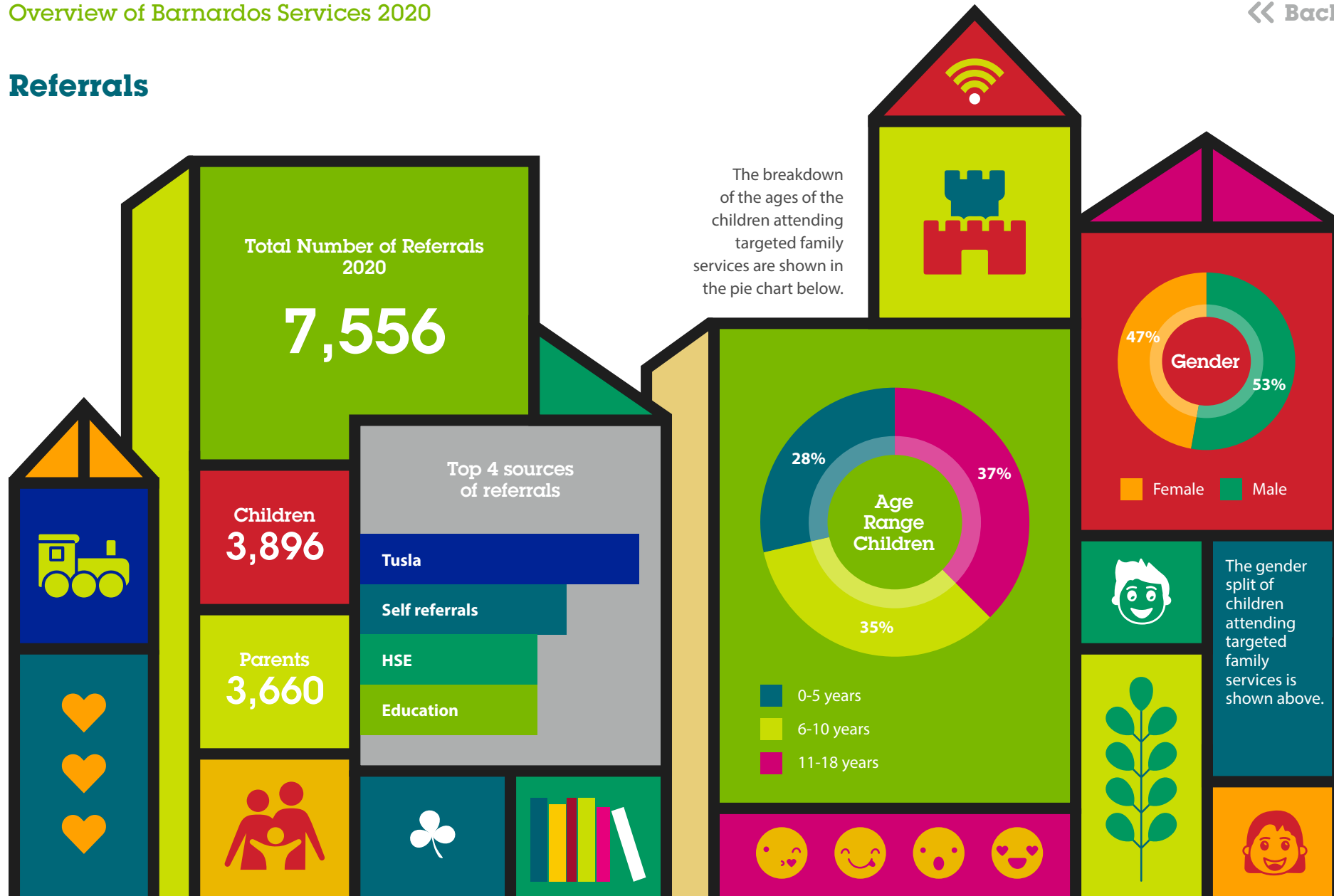


Directors' Report

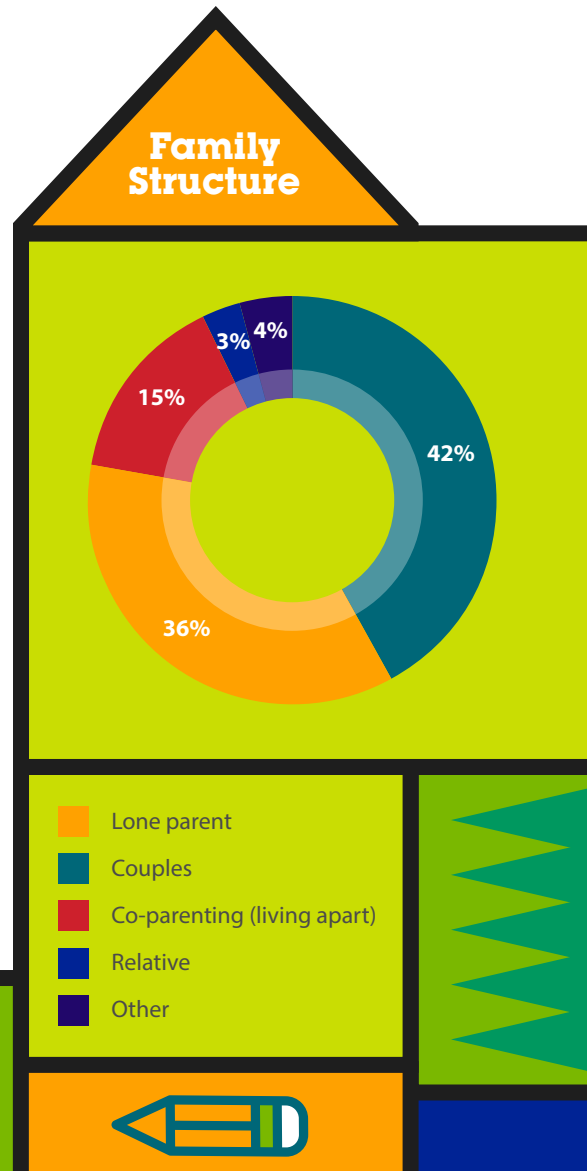
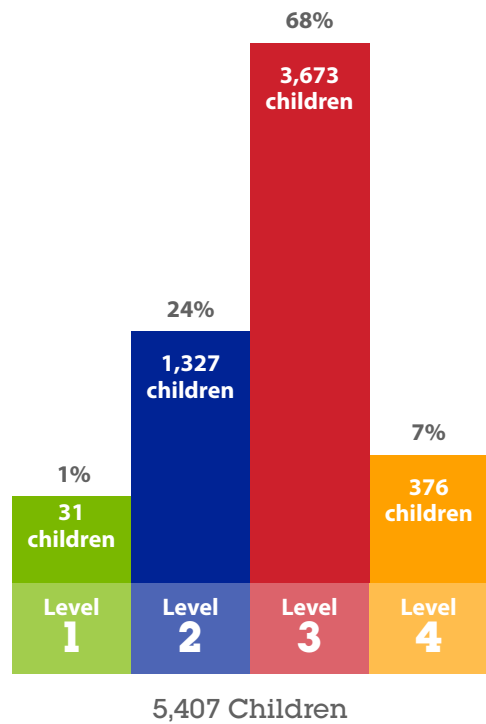
Financial Statements



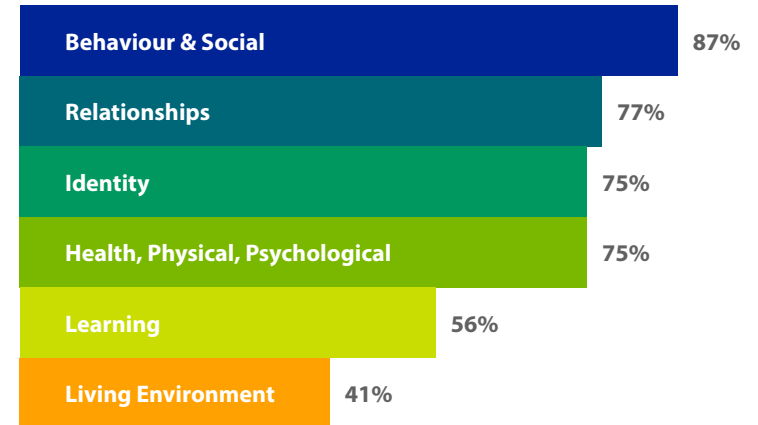
Referrals



Needs of Children Following Assessment

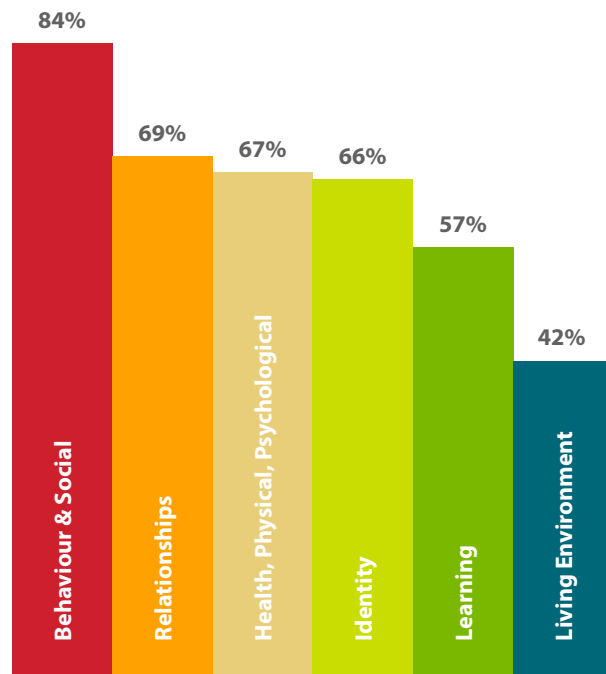


Needs



Breakdown of Targeted Family Services

Outcomes



Services provided

Top five services provided were:

- 1 **Groupwork**
(2,910)
- 2 **Family Interventions**
(2,134)
- 3 **Practical / Crisis Support**
(2,122)
- 4 **Parenting Support**
(2,038)
- 5 **Individual Work with Children**
(885)

Group work

Top three groups in 2020:



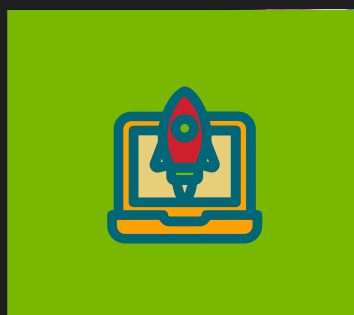
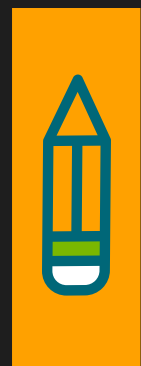
New Covid-19 Services



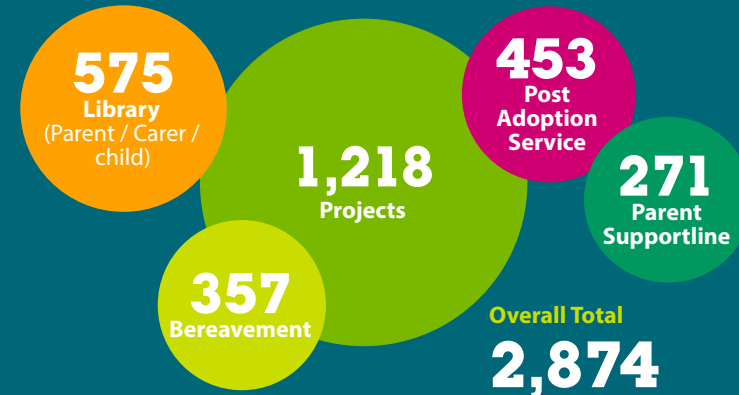
6,387
activity packs

6,482
food parcels

9,880
hot meals



Information and advice requested by non-service users



Internet safety

Barnardos Online Safety Programme consists of interactive workshops for primary and secondary school students.

Schools	67
Workshops	316
Children face to face workshops	3,200
Children virtual workshops	4,700
Webinars for parents	213

Plans for the Future

2021 will see development of our new strategy for 2022–2027. Our primary concern will continue to be vulnerable children – 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. The development of our new strategy will be informed by the current social, political and economic context for children in Ireland, a refreshed assessment of the level of need affecting children, taking note in particular of the impact of the Covid-19 pandemic, and gaps and shortcomings in services for vulnerable children and their parents.

Throughout 2021, we will continue to work towards the high-level strategic goals we committed to under our current strategy (2019–2021). Key activities in 2021 will include the continued roll-out of Sensory Attachment Intervention training to all direct services staff, the development of our Digital Service Delivery Framework, which will be informed by the experience of pivoting service delivery to online platforms during the Covid-19 crisis, and the design and development of our new Children’s Services Record Keeping and Data System.

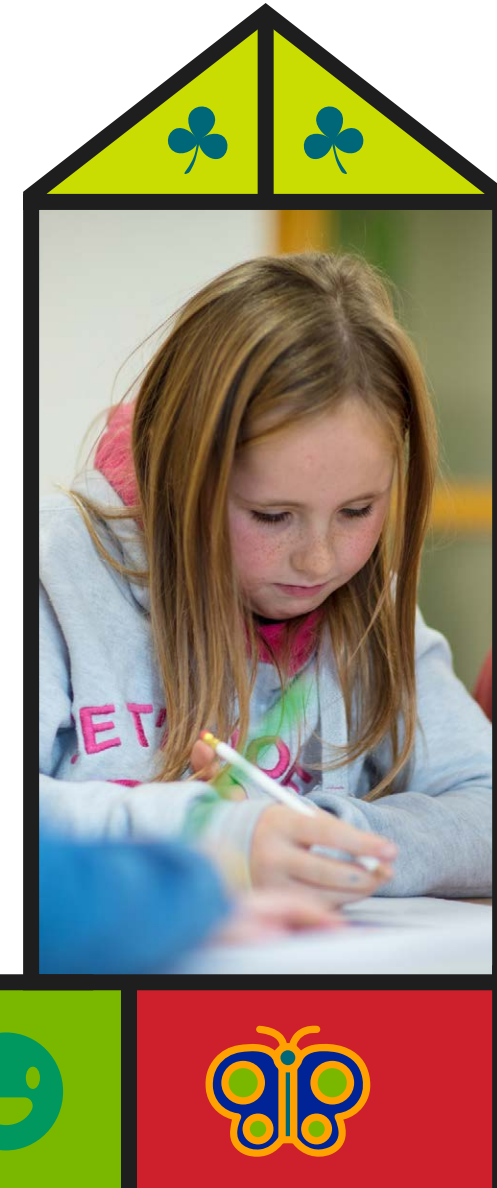
Barnardos was privileged to be one of the chosen charity recipients of the Late Late Toy Show appeal. This extraordinary act of public generosity raised over €6m for children’s charities in Ireland.

In 2021, we will ensure this funding has the greatest impact on vulnerable children and families now and into the future by delivering the following:

1. Developing a new and innovative approach to community wellbeing in response to the collective trauma experienced as a result of the Covid-19 pandemic.
2. Increasing the number of children and families who receive practical and emotional support from our frontline Family Support and Bereavement Services.
3. Creating therapeutic spaces in Barnardos centres across Ireland, which will have a lasting impact on thousands of children.
4. Investing in research and innovation to develop and deliver programmes to support vulnerable families experiencing adverse childhood experiences.

Barnardos expects to have substantially achieved the goals set out in the current strategy in 2021 as noted in more detail on page 23, in spite of the difficulties created by Covid-19. Barnardos recognises the adaptation and the creativity of our staff in driving considerable change within Barnardos in response to our changing environment in 2020, which has contributed significantly to Barnardos meeting these goals.

As we enter 2021, we continue to live and work with the impact of Covid-19 and associated guidelines and restrictions. We remain alert to the impact of the Covid-19 crisis on vulnerable children and families and emerging needs in this context. We are beginning to explore how we might grow our support to child and family wellbeing and address growing waiting lists for our services nationally.





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 1st 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 licensing 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 CEO is not a Board member.

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

The Board met five times in 2020 (2019: 5 times), with an attendance of 85% (2019: 82%). The attendance of members is noted below. Members of the Board are available to consult with and have met on a number of occasions during the year, either individually or in groups, to consider particular issues Barnardos wished to address, in addition to the scheduled

Board meetings. All members of the Board are fully apprised of any such discussions and a Board decision sought where relevant.

Due to Covid-19, the AGM and all of the Board and Committee meetings, except for the first in the year, were held virtually. The Board and Committees adapted quickly to the new modes of communication and continued to contribute remotely.

Barnardos is appreciative of how the Board and Committees responded to the changing requirements over the year and continually supported and guided the charity through a rapidly evolving and uncertain environment, through which Barnardos provided continuous services.

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE*	PROFILE SUMMARY
Miriam Hughes (Chairperson)	5/5	5.5 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.
Martin Dobey (Treasurer & Vice Chairperson)	5/5	2.5 Years	Martin is a Chartered Accountant, and was the CFO at KPMG Ireland from 2006 to 2017. He retired from KPMG in May 2017.

 [A full bio of the board can be found on Barnardos website](#)

* length of service counted from the year of appointment at the AGM





Structure, Governance and Management

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE*	PROFILE SUMMARY
Dr. Louise Crowley	4/5	2.5 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.
Jane Forman	5/5	4.5 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	2.5 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	5/5	1.5 Years	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 trainer in the sector as well as having management and relevant strategic skills.
Gary Joyce (appointed December 2020)	1/1	0 Years	Gary is Managing Partner of Genesis which she co-founded, where she has contributed to the creation and development of many of Ireland's leading companies and brands.
Helen Kelly (retired July 2020)	3/3	6 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	4/5	2.5 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.
Sue Lamon-Diver (appointed October 2020)**	2/2	1 Year	Sue has worked in the communications industry since 1987. She is currently Group Director, Employee Experience for Smurfit Kappa and brings a wealth of knowledge in marketing and communications the Board.
Ken Kennedy (appointed December 2020)	1/1	0 Years	Ken is Director of Information Technology for the Sisk Group and has 30 years' experience in the IT industry with an expertise in leading teams and change agendas.

 [A full bio of the board can be found on Barnardos website](#)

* length of service counted from the year of appointment at the AGM

** Sue Lamon-Diver was previously on the Board for 1 year and rejoined in October 2020





Structure, Governance and Management

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE*	PROFILE SUMMARY
Gary McGann	3/5	5.5 Years	Gary is an accountant, a Board member of The Ireland Funds and the chairman of Flutter. He is former CEO of Smurfit Kappa and Aer Lingus.
Paul O’Faherty	4/5	1.5 Years	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	5.5 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.
Trevor Spratt	3/5	2.5 Years	Trevor is a Professor in Childhood Research and a Director of the Children’s Research Centre at Trinity College Dublin.

 [A full bio of the board can be found on Barnardos website](#)

* length of service counted from the year of appointment at the AGM

In accordance with the constitution of Barnardos, Helen Kelly, a Board member with six years involvement at Board level, resigned during the year. Barnardos is very grateful for the considerable time, expertise and insightful support given by Helen as Board member.

Sue Lamon-Diver, who resigned from the Board during 2019 due to work commitments, has been re-appointed in 2020. The Board also acknowledge the new appointments of Gary Joyce and Ken Kennedy to the Board and look forward to their contributions to Barnardos.

Barnardos Board Committees

In addition to the Board of Directors, there are five Board Committees – the Audit and Risk Committee, Finance Committee, Nominations Committee, Remuneration Committee and Services Committee.

The membership of these Committees includes at least one Director, as well as specialists who are not members of the Board, but who similarly volunteer their expertise to assist the Committees on an ongoing basis. Details of these Committees are outlined below:

Structure, Governance and Management

Audit and Risk Committee

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE
Paul O’Faherty (Chairperson/Director)	6/6	2 Years
Ciarán Fitzpatrick (appointed in 2020)	1/1	0.1 Year
Jennifer Gargan	5/6	4 Years
Jan Grizmann	6/6	1.5 Years
Irene Gunning (Director) (appointed in 2020)	1/1	0.1 Year
Helen Kelly (Director) (retired in 2020)	3/3	5 Years
Susanna Lyons	6/6	1.5 Years
Michael Shelley	4/6	4 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 external auditors.

This Committee consists of two Board members and at least two other members, one with Children’s Services experience and another with financial experience. Helen Kelly resigned from the committee during the year, her contributions on the Audit and Risk Committee were substantial and insightful.

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 Senior 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 2020, the Committee met six times (2019: 5), attended by 91% of the members (2019: 87%). 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.

A new risk which the Committee actively assessed during the year was how Covid-19 was affecting the work, finances and procedures of Barnardos. The Committee considered the steps taken by the Charity to continue operations as an essential service throughout the Covid-19 pandemic and how staff and service users would be protected while maintaining the service. This risk was assessed alongside an ongoing significant review of the risk management process in Barnardos, resulting in a more comprehensive risk register, creating greater risk awareness throughout Barnardos.

Updates on policies including Training, Anti-Bullying & Harassment, Work Life Balance, Health & Safety, Medications, Information Security and Volunteer Policies were completed. Governance items renewed in 2020 included the Governance Code and Directors Compliance Statement. One meeting focused solely on the proposed new fundraising system which was reviewed, assessed and improvements suggested prior to recommending to the Board for approval.



Structure, Governance and Management

Finance Committee

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE
Martin Dobey (Chairperson/Director)*	5/5	3 Years
Ivan Fox (Director)	4/5	6.5 Years
Helen Kelly (appointed in 2020)	2/2	0.5 Year
John Kelly	3/5	1.5 Years
Tim Lee (retired in 2020)	1/3	1 Year
Adrian Moynihan (appointed in 2020)	1/1	0.1 Year
Maeve Power	4/5	1.5 Years

* Years as Chairperson of this 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 Senior Management Team.

Tim Lee resigned in 2020 due to schedule clashes with work commitments. Tim's contributions were much appreciated by the Committee. Helen Kelly a recently retired Board member, was appointed to the Finance Committee, enabling Barnardos to continue to gain from her contributions. Adrian Moynihan was similarly appointed to the Committee in 2020.

During 2020, the items reviewed and approved by the Finance Committee included Staff Expenses and Treasury policies. Financial reports are provided for review at each of the Committee meetings with three updated budget forecasts prepared during the year.

During the year the Committee placed a lot of emphasis and continuously monitored the impact of Covid-19 on the fundraising and finances of Barnardos. Considerable work has been completed on a new Investment Policy, which is expected to be reviewed by the Audit and Risk Committee in 2021 and, subsequently, the Board. The 2021 budget was reviewed and ongoing updates on fundraising activities were considered. The Committee held five meetings in 2020 (2019: 5), with an attendance of 77% (2019: 75%).





Structure, Governance and Management

Nominations Committee

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE
Miriam Hughes (Chairperson/Director)	3/3	5.5 Years
Dr Louisa Crowley (Director)	2/3	1.25 Years
Maria Kelly (Director)	3/3	2.5 Years

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

During 2020, the Committee met three times (2019: 3). The Committee recommended the reappointment of Sue Lamon Diver to the Board, who had previously stepped off the Board after a year due to work commitments. There was an 89% attendance in 2020 (2019: 82%)

The Committee noted early in the year the expected completion of two consecutive three-year terms by Helen Kelly on the Board and confirmed her final date on the Board and the Audit and Risk Committee. In recognition of the particular expertise and commitment by Helen it was proposed that Helen Kelly maintain her

involvement with Barnardos by joining the Finance Committee as a non-Board member. With the departure of Helen from the Audit and Risk Committee it was recommended that Irene Gunning from the Board be appointed to that Committee to maintain the Board presence of at least two Board members.

The Committee is aware of and taking steps to recommend additional Board members to replace expected departures over the next number of years, as some Board members will complete their second consecutive three-year terms in the near future.

2021	two members
2022	two members
2024	five members

In expectation of these changes, during 2020 the Committee proposed the following additional appointments, all of which were approved:

- Gary Joyce and Ken Kennedy for appointment to the Board
- Adrian Moynihan for appointment to the Finance Committee

- Ciarán Fitzpatrick for appointment to the Audit and Risk Committee

The Nominations Committee will increase the number of Board members over the next few years to ensure there are sufficient numbers to replace those retiring. The Committee plans to ensure replacements will be gradually introduced to the Board, over the years up to and including 2024, when five members are due to retire, with the expectation of a short period of increased Board members, all within the Constitution of Barnardos. The aim is to avoid a sudden departure of a number of experienced Board members in 2024, leaving the Board with fewer numbers at that point.

Structure, Governance and Management

Remuneration Committee

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE
Miriam Hughes (Chairperson/Director)	1/1	4.5 Years
Jane Forman (Director)	1/1	1.5 Years
Maria Kelly (Director)	1/1	2.5 Years
Kate Malone	1/1	2.5 Years
Gary McGann (Director)	0/1	4.5 Years

The role of the Remuneration Committee is to consider and approve the remuneration of the Chief Executive and members of the Senior Management Team as well as to set the pay policy for all staff and agree the basis for any annual increases in pay. The Board are all volunteers and receive no remuneration and are excluded from the remuneration remit of the Committee. This Committee consists of at least three Board members. It generally meets at least once a year.

During 2020, the Remuneration Committee met once (2019: 1), with an 80% attendance (2019: 80%). There was a review and agreement to fulfill the final year of the three year organisational pay policy. The Committee noted the commitment of the staff to ensuring the continuous service delivery nationwide during the very challenging shutdowns across the country throughout the course of the pandemic in Ireland. The ongoing lack of pay restoration since the Financial Emergency Measures in the Public Interest (FEMPI) for the sector compared to others was noted.



Directors' Report

Financial Statements





Structure, Governance and Management

Services Committee

NAME	MEETING ATTENDANCE IN 2020	LENGTH OF SERVICE
Trevor Spratt (Chairperson/Director)	5/5	2.5 Years
Jane Forman (Director)	4/5	4.5 Years
Irene Gunning (Director)	4/5	2.5 Years
Stephanie Holt	4/5	4.5 Years
Sarah Morton	3/5	1.5 Years
Sadhbh Whelan	5/5	1.5 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 at least 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 in 2019, with no changes to the Committee in 2020.

During 2020, the Services Committee met five times (2019: 3) with an 83% attendance rate (2019: 93%).

The Committee reviewed and approved Barnardos 'This is Me' service for working individually with children, our Adult Adoption Services and provided oversight on progress on Barnardos Trauma Informed Services Strategy. The Committee also had a strong focus on the changing landscape of service provision due to Covid-19, including moving service provision to vulnerable children and families online, Barnardos Roadmap and risk assessment procedures for working during the pandemic.

Board & Committee Recruitment

When recruiting new directors to the Board and new members to the Committees, 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 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 account 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 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 a comprehensive induction pack, including the strategic plan, constitution, conflicts of interest policy, schedule of matters, recent annual report, and Charities Governance Code among other documents to assist each new Board member to learn more about Barnardos services, Board procedures and governance of Barnardos and governance in the charitable sector.





Structure, Governance and Management

Directors meet with the Chief Executive, other members of the Senior Management Team and other staff to gain an understanding of Barnardos operations.

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. These meetings will be held virtually in 2021 due to Covid-19, in accordance with public health guidance during the pandemic. 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 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 a 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 in 2019 and introduced to the remainder of the Committees during 2020. The Board member may continue to engage with Barnardos on any non-conflicted matters.

All Directors, Committee members and Senior Managers are required to complete an annual declaration of interest's form. No conflicts of interest were noted in 2020. Similarly, there is no deemed conflict of interest where a serving director is a former employee of KPMG, who are Barnardos auditors, nor for a Committee member who is an employee of AIB, who are bankers to Barnardos.

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 the year (2019:0)

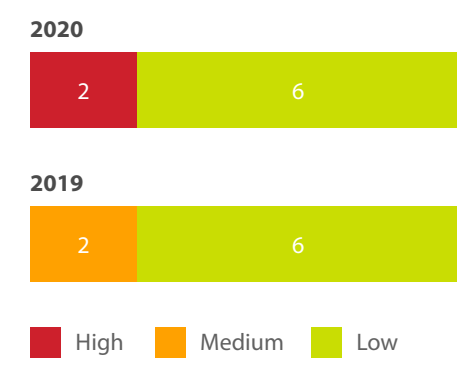
Complaints

A complaints register is maintained by each of the relevant public facing parts of the Charity and are managed in conjunction with the Protected Disclosures policy. Barnardos recognises the importance of listening to and addressing complaints and in this spirit also notes where a formal complaint is not received but a "negative comment" is made. The Services Committee reviews any complaints made from users of our services and will also report on these to a relevant funder. As signed up members to the fundraising charter, complaints about fundraising are recorded and addressed. All complaints are dealt with by the Charity and are reviewed annually the Audit and Risk Committee. In 2020 there were 13 complaints (2019: 18).

Data Protection

Barnardos reports on Data Protection events to the Audit and Risk Committee. During the year there were 15 (2019: 13) Subject Access Requests, which were dealt with within in the required time frame under GDPR.

There were eight data incidents logged (2019: 8), which are categorised in the table below:



The high level breaches were notified to the Data Protection Commissioner, both related to problems with postal addresses.

Data Protection training was completed charity-wide prior to the Covid-19 outbreak, additional on-line training has been organised, commencing early in 2021, in recognition of the change in work to a more remote and blended approach, which brings greater data protection risks.

Structure, Governance and Management

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 Senior Management Team, to which day-to-day management is delegated. Matters such as policy, strategic planning, and budgets are drafted by the Senior Management Team for consideration and approval by the Board, who then monitor the implementation of these plans. The distinctions are set out in the Schedule of Delegations.

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

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

The long serving and valued Director of HR & Communications intended to leave Barnardos at the start of 2020 but delayed that action for a number of months to successfully assist Barnardos to adjust to

continue to deliver services to vulnerable children throughout the Covid-19 pandemic in 2020.

Remuneration & Performance Management

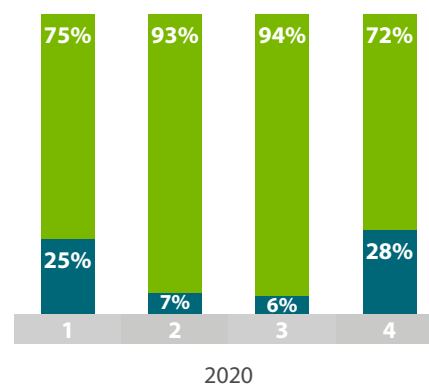
Barnardos remuneration aims to match the relevant job market within the bounds of fiscal responsibility. Barnardos pays all staff in accordance with pay scales. This ensures that there is no difference in pay for men and women based on gender, as all are paid in accordance with those pay scales. There 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 7.6%, which indicates that in 2020 the men in the organisation were paid 7% more than women, a reversal of the previous year (2019: -2%). A large proportion (83%) of the employees are women, which shows a drop on the previous year (2019: 89%), as proportionally more men are employed in 2020. Of the women, 29% are full time employees, while 63% of males are full time employees, reflecting work-life balance decisions and contributes to the

mean gender pay gap in favour of men. The median pay gap of 0.8% (2019: -0.7%), shows the gender pay gap is minimal once averaging is removed. There are no bonus or Benefit in Kind payments made to members of the Senior Management Team in Barnardos.

The quartile analysis below shows an increasing proportion of men across all quartiles which is consistent with the change in mean gender pay gap. The number of women continues to be much higher proportionally across all pay quartiles, with very little change in Quartile 2 and Quartile 3. Quartiles 1 and 4 show a movement towards a more balanced gender mix.

Barnardos Gender Split by Pay Quartile



Quartile

	1	2	3	4
--	---	---	---	---

% Males

2020	25%	7%	6%	28%
2019	16%	6%	3%	13%

% Females

2020	75%	93%	94%	72%
2019	84%	94%	97%	87%

Board Evaluation

As a 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.



Structure, Governance and Management

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 could not be continued in 2020 due to travel restrictions introduced to help contain the Covid-19 pandemic in Ireland. These visits will be held in the future, initially virtually, to build on the Board members' depth of understanding of the work of Barnardos.

The Board review planned for 2020 was deferred to 2021 due to the considerable additional workload from the reorientation of the organisation to continue to deliver services through the uncertain environment and increased needs for those services through the pandemic. The external review, planned for the first half of 2021, will assess the Board's effectiveness. Additionally, there will be a Board skills matrix review to identify skills, experience and knowledge of the existing Board. The planned completion of a number of Board members' two consecutive terms in office will inform this review. The review will also consider the composition and membership of the Committees and include an assessment of any multiple roles of Board members on Committees. The review is expected to recognise the

accomplishments of the Board and be a template to further improve the Board's effectiveness and new appointments.

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.
 - › [Guidelines for Charitable Organisations on Fundraising from the Public — Charities Institute Ireland](#)
- *The Governance Code for the Community and Voluntary Sector* has already been adopted and is in place in Barnardos ahead of the requirement by the

Charity Regulator, who has requested that the standard be adopted in charities in 2021. The standards associated with the six principles of governance as laid out in the voluntary code have been met. The principles are:

- Advancing Charitable Purpose
- Behaving with Integrity
- Leading People
- Exercising Control
- Working Effectively
- Being Accountable and Transparent

- › [Charities Governance Code](#)
- 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 2019 annual report and financial statements followed on from the award winning 2018 report. The 2019 report was awarded two awards at the Published Accounts Awards 2020 by the Institute of Chartered Accountants Ireland, both the Diversity & Inclusion Award and the Branding, Communications & Marketing Award. The report was also shortlisted in the

Large Charity Award. Further validation of the high standards Barnardos strives to achieve in all areas.

- › [Annual Reports Barnardos](#)

Code of Conduct

Barnardos Board adheres to and has 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
- Leadership

All new Directors are requested to read and sign the Board Members Code of Conduct as part of the induction process.





Financial Review and Risk Management

Financial Review

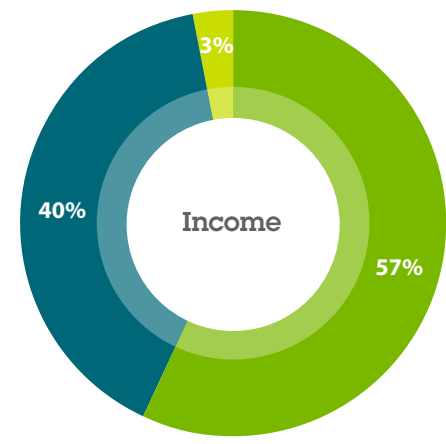
The financial outcome for 2020 is set out in the Statement of Financial Activities.

In 2020, Barnardos total income was €27.5 million and expenditure of €24.6 million, resulting in a surplus for the year of €2.9 million. There was a significant uplift in income in 2020. The expenditure year on year was consistent at €24.6 million, reflecting the continuation of the essential services provided by Barnardos throughout the pandemic.

Barnardos awaits the finalisation of the legislation of the Department of Children, Equality, Disability, Inclusion and Youth to establish the Executive Office for all Guardian ad Litem (GAL) services. Once operational, the Executive Office will take responsibility for all GAL services resulting in a close down of the Barnardos GAL service and consequent loss of income for Barnardos.

Income

Total income at €27.5 million was higher than the income levels achieved in 2019. This increase is due to the considerable additional income from fundraising activities, particularly a €1.8 million increase from Partnerships, National Campaigns and Community Events. The only drops in fundraising income were in Community Employment scheme income and Retail income, both because of shop closures due to Covid-19 lockdowns. All other fundraising activities showed increases due to the amazing generosity of the public and our donors. Government funding sources dropped year on year due to Covid-19 lockdowns impacting on some services, in particular the Guardian ad Litem services. The breakdown of the income streams in Barnardos during 2020 can be seen in the following chart.



- Charitable activities
- Donations and legacies
- Other trading activities

Charitable Activities

In 2020, Barnardos received a total of €15.8 million in grants for charitable activities. This represents a 4% per cent decrease from the previous year, which is due to a small reduction in some funded activity due to Covid-19 lockdowns. Additional State funding was received, including grants from Pobal, to replace discontinued income for Early Years centres and shops.

A small number of staff were in receipt of the government funded wage subsidy schemes during the year.

Tusla, the Child and Family Agency, was the single largest funder during the year - providing €9.3 million; almost 60% of total statutory grant income or 34% of total income.

Donations and Legacies

Income from donations and legacies comprises donations from individual donors, corporate donors, trusts and foundations. In 2020, we received €11 million from this income stream. This represents an unprecedented increase of 45% when compared to the previous year. This increase has been vital to enable us to continue to deliver our essential services and to pivot the charity to continue to deliver services during the Covid-19 pandemic in 2020, and as the pandemic continues into 2021. Historically our services have been under resourced from the State due to the previous cuts in statutory funding which have not, to date, been restored.

Financial Review and Risk Management

As noted, the €1.8 million increase or 142% over the previous year of partnerships, national campaigns and community events income was a remarkable testament to the generosity of our donors and recognition of the valuable work done by Barnardos. The impact of Covid-19 restrictions on donations was also notable in the switch to vouchers by members of the public and corporates from gifts in kind in previous years.

Our committed and cash giving line, within donations and legacies, increased by 18% and continued to be the largest income stream at €5 million.

Over recent years, Barnardos has developed our digital fundraising, which proved to be invaluable as the very significant restrictions of Covid-19 had an immediate detrimental impact on our fundraising. Public health measures to combat the Covid-19 pandemic prevented physical fundraising events such as the Big Toddle, closed shops for almost half the year and shut down our door to door and on-site collections. We adhered to public health guidelines, which severely reduced our traditional public fundraising capacity. Members of the fundraising team were successfully redeployed to other tasks.

Other Trading Activities

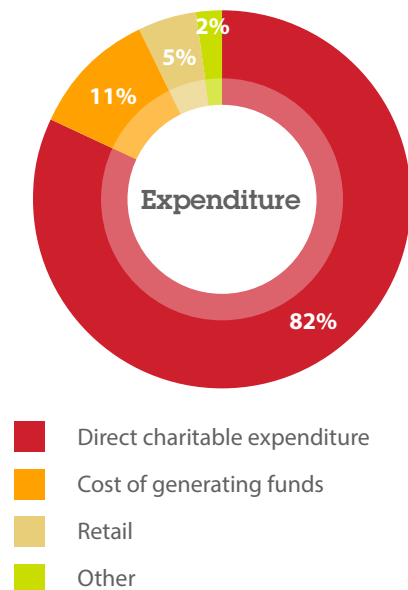
Income from other trading activities was €0.7 million during the year. This represents a 41% decrease from the previous year. Included in this figure is retail income of €0.6 million from Barnardos' charity shops. Barnardos has seven shops nationwide and, as can be seen in note 2 (d) to the Financial Statements, the net contribution from the shops in 2019 was €0.05 million. In 2020, in spite of number of grants, the shops incurred a loss of €0.03 million. The forced closure of the shops for so many months had a dramatic impact on trading activities for Barnardos. The government stepped in with a number of measures which helped, ranging from grants for charity retailers from various sources including Local Authorities, Revenue Wage Subsidy Schemes and Pobal, to the waiving of rates.

Income from memberships, publications and training fell by over 40% to €0.1 million during the year, a fall from €0.2 million the previous year. Training events were initially postponed prior to moving on line and in many cases cancelled as schools restricted physical activities due to Covid-19.

Expenditure

Total expenditure at €24.6 million is consistent with the spend of €24.6 million from last year, as Barnardos continued to deliver services throughout the pandemic.

The breakdown in expenditure during the year is portrayed in the following chart



Raising Funds

Expenditure on raising funds totalled €3.9 million during the year, comparable to €4m the previous year.

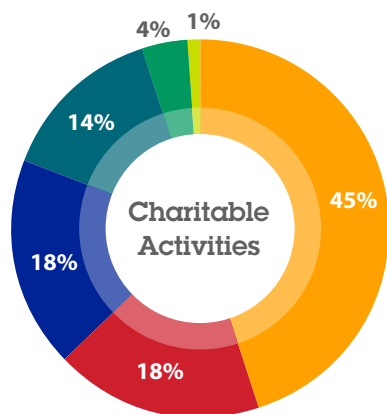
The slight reduction was due to less expenditure on fundraising activities and the reduction of costs associated with shops due to Covid-19 restrictions. This was offset by an increase in spending in other areas such as digital fundraising and non-physical campaigns as Barnardos worked hard to offset the Covid-19 imposed reductions.

Charitable Activities

Expenditure on charitable activities during the year, as shown in the chart on the next page, totalled €20.3 million, a 1.8% decrease from the previous year of €20.6 million. Unsurprisingly, Covid-19 had a major effect on our services, through which our staff worked incredibly hard as essential workers to maintain our services. Our staff moved to online provision almost overnight and adapted our services to ensure the delivery of our essential services through the various lockdowns and restriction levels. This is evidenced by the minor decrease in costs associated with our two single largest service activities, Family Support and Early Years, both with a 0.7% decrease in expenditure. The Board and the charity are immensely proud of how Barnardos adapted our services, to continue to work with those who are among the most vulnerable in our society.

Financial Review and Risk Management

As can be seen in note 3(b) to the Financial Statements, Family Support and Early Years services account for 63% per cent of our total investment in services. The largest decrease in charitable activities was the €0.4 million decrease for the Guardian ad Litem service as the courts service reduced activity during the early part of the pandemic.



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

Support Costs

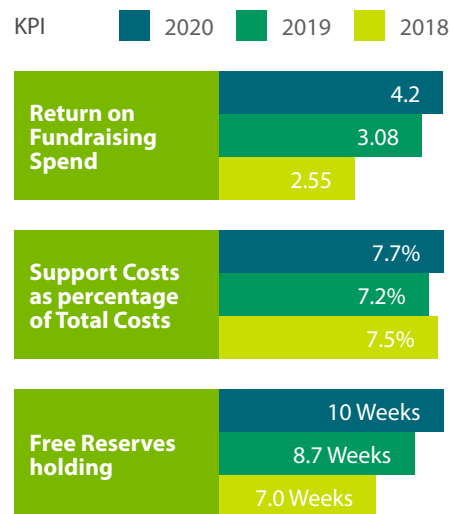
The total costs in relation to raising funds and charitable activities include attributable support costs. These support costs include the key services of finance, governance, human resources and information technology. These services play a crucial role in providing core organisational support for the delivery of our services and ensuring Barnardos continues to deliver governance practices and organisational procedures at a suitably high level. The importance of these functions was never more apparent than in 2020 and responding to the need to pivot the organisation to reconfigure to operate during Covid-19. Many support staff and in particular the IT team worked hard to enable the organisation to deliver services nationwide in a matter of hours and days as the Covid-19 pandemic restrictions were introduced.

Our total support costs for the year amounted to €1.9 million, a 6.7% increase from the previous year. Note 3 (c) to the Financial Statements shows the increase is due to the additional €0.1 million IT related expenditure that was incurred to enable the charity to continue to deliver services during Covid-19.

The 27% increase in IT expenditure shows only part of the work done by IT, work was also completed on reconfiguring equipment, including a large donation from Microsoft of laptops.

Key Financial Performance Indicators (KPI)

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:



- Return on Fundraising Spend essentially measures how much we get back for each euro spent on fundraising (excluding retail). In 2020, this return was at a higher value, indicating the lower cost of each euro raised, due to the increase in fundraising income and a significant move to online and other fundraising activities, which have lower cost bases.
- Support Costs as a percentage of Total Costs illustrates how much of total expenditure is absorbed by essential but non-core activities and functions. In 2020, this percentage increased to 7.7% from 7.2% in 2019. When the additional spend on IT of €0.1 million over the previous year due to re-equipping the organisation as a result of Covid-19 is excluded, the percentage remains at 7.2%.
- 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 our work in the event of an economic downturn. In 2020, the free reserve holding increased to 10 weeks. The Charity notes a considerable sum of €0.8 million included in the reserves is designated for Covid-19 related activity,



Financial Review and Risk Management

most of which has been approved for expenditure in 2021 as Covid-19 continues. If reserves are in excess of 10 weeks, management are to prepare a plan for Board approval.

- Overall, Barnardos is happy with the financial performance for the year and very grateful to funders and the generous public who recognised and supported the essential services provided by Barnardos, and to the children and families we work with across the country. In particular, Barnardos is very appreciative that the donations helped us to maintain our services in the challenging and restricted Covid-19 environment.

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. This is monitored regularly by the Finance Committee.

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.

Barnardos recognises the current monetary environment with negative interest rates and the possibility of inflation as a result of the major influx of money from the European Central Bank and other worldwide Central Banks. In recognition of this environment, the Finance Committee has completed considerable work on a new Investment Policy, which will be reviewed and worked on by the Audit and Risk Committee and, in turn, the Board during 2021, with the aim of considering how best to safeguard Barnardos assets.

At the year end, with very low interest rates, no funds were invested in fixed term interest bearing deposits. 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 operated 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 31st December 2020, there were 220 active members (2019: 208), 130 members deferred (2019: 126), with a total of 350 members (2019: 334)

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 €0.3 million (2019: €0.2 million) at the end of the year. The change is as a result in

actuarial market assumptions. 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 €0.1 million (2019: €0.1 million) to the scheme during the year.

During 2020 Barnardos approved a €7.6 million pension legacy de-risking of the Defined Benefit scheme. Through the actuaries, Barnardos held a competitive process to ensure the most appropriate provider was selected. Irish Life was selected as the provider. Forty four existing pensioners and five others due to become pensioners immediately subsequent to the transaction were transferred to Irish Life. The transfer provides those pensioners with greater security as they are now part of a larger pension scheme managed by a significant pension provider. The transaction significantly reduces the risk for Barnardos by reducing the exposure to financing the scheme through adverse market movements. The legacy de-risking has significantly reduced the numbers of persons associated with the Defined Benefit scheme by 80%.



Financial Review and Risk Management

This milestone was achieved in July with the divestment of €7.6 million in assets associated with the pensioners transferred to Irish Life. A key financial benefit of the transaction was the expected actuarial reduction of the Total Surplus shortfall on the scheme, from €1.2 million to €0.3 million. In a further financial improvement at the end of the year, in an actuarial review, the Total Surplus shortfall was estimated at breakeven. There is a financial charge in the year of €0.3 million which is the crystallisation of losses associated with the transaction.

At the 31 December 2020, there were four active members (2019: 4), nine members deferred (2019: 14), with a total of 0 pensioners in the scheme (2019: 44).

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 Board had established a range of between seven and 10 weeks of budgeted operating costs as a key performance indicator.

The reserve policy is reviewed every three years with the next review in 2021.

The total reserves of €12.8 million at year end (2019: €9.7 million) 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 31st December 2020 was €1 million (2019: €0.4 million).

€0.8 million of the €1 million are funds raised for Covid-19, for which expenditure has been approved to continue through 2021 on a range of Covid-19 related items including external garden rooms to create more space due to Covid-19 restrictions, staff training to work with families and children with significantly greater levels of anxiety as result of Covid-19, and IT related expenditure to continue the transition to enable more remote working.

Unrestricted funds

Unrestricted funds at 31st December 2020 was €11.8 million (2019: €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 year end, 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 any planned deficit on unrestricted funds.
 - Strategic initiatives identified by the Board for the future development and investment in Barnardos services.
 - 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 seven 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, the free reserve holding increased to 10 weeks. Fundraising activity had a positive effect on the cashflow and reserves position for Barnardos in 2020, in particular Covid-19 related fundraising. Barnardos has made plans for the most impactful way to address Covid-19 related needs with these funds and Barnardos has approved and commenced spend down in 2021 of expenditure of €0.8 million related to Covid-19.



Financial Review and Risk Management

In tandem with the commencement of planning on the next strategic plan, Barnardos has designated funds for strategic initiatives to invest in the design and creation of much needed services.

Financial Outlook

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

As outlined in the Strategy, Achievements and Performance section of this report, a Strategic Plan was adopted for the period 2019-2021. A key element of the plan was to ensure the organisation had sufficient resources in place to support the new strategic direction. This involved engaging with statutory and other funders at a local, regional and national level on an on-going basis. Financial controls are maintained and continually improved to maintain expenditure discipline. Barnardos strives to ensure our essential services operate cost effectively without compromising the quality of Barnardos' service provision.

Initial work has commenced on a new strategic plan commencing on conclusion of the current plan at the end of 2021.

The new strategic plan will seek to stabilise statutory funding arrangements for existing services, which remain underfunded due to unrestored government funding cuts from 2008, while Barnardos strived to maintain those services by making other budget cuts and placing increasing reliance on public fundraising. The new strategic plan will look to develop a growth position, building on the significant recognition and successes of 2020, from funders and the public alike, for our essential work with disadvantaged and vulnerable children and their families.

The structure of statutory funding set out on note 2 (b) is an important part of Barnardos future plans. Over 50% of budgeted income for 2021 from state funders was already committed by the end of 2020. Barnardos has raised and spent considerable sums in 2020 to deal with the impact of Covid-19 and expects this to continue in 2021. Additionally, Barnardos has plans drawn up for the spending of the expected funds from the inaugural Late Late Toy Show Appeal in agreement with RTÉ and Community Foundation for Ireland, when those funds are made available. Barnardos anticipates the requirement for a significant portion of reserves to invest in a replacement or property renewal to ensure the

continuation of services in an older property location.

Barnardos expects there will be a financial impact from the necessary government spend on Covid-19 in both 2020 and 2021. We welcome the policy changes that seek to maintain the social fabric of our society and economy. Similar to many organisations, we continue to monitor the negative impact that Brexit may have on families we work with and our income streams. We recognise there remains a significant risk to our statutory and publicly fundraised income, which we will continue to monitor closely in 2021 and respond to with appropriate actions.

Going Concern

Based on the results for the year, the year-end financial position and the approved budget for the forthcoming year, the Board of Directors believe that Barnardos has adequate resources to continue in operational existence for the foreseeable future. In particular, the planned fundraising activities and forecasts for 2021 have been reviewed by the Finance Committee and Board. The financial impact of Covid-19 has not adversely affected the accounts. For these reasons the Board continues to adopt the, "Going Concern" basis in preparing the Financial Statements.

Risk Management

Barnardos works with children, young people and families experiencing the effects of disadvantage. The nature of this work means that, in order for Barnardos to deliver our work, we have accepted a medium to high level of risk in our core activity. We aim to mitigate 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, accepting the charity may not entirely remove or mitigate all of that risk.

Barnardos are committed to having appropriate systems and controls in place safeguarding our assets and ensuring they are applied only for the purposes intended. This is accomplished through a rigorous recruitment process, and induction and ongoing training programmes for our qualified and experienced staff. Policies and procedures are in place and are reviewed on a scheduled basis by the relevant Committee and attendance and compliance is similarly reviewed. In conjunction with our internal and external audit processes, these systems are considered to be adequate and to provide a high degree of assurance that resources are used to achieve Barnardos' objectives.



Financial Review and Risk Management

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

Regular reviews of the risk register 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. In turn, the findings of the Internal Audit and External Audits are reported to the Audit and Risk Committee to further inform the risk management process.

No risk system can provide complete reassurance. Barnardos risk management is further bolstered by our complaints and whistleblowing procedures. No reports of inappropriate use of resources or governance issues were reported under these procedures during the year.

The Audit and Risk Committee has overseen considerable work to

further develop and enhance the risk management process in 2020 and will continue to do so in 2021. The development of the Risk Register during the year includes wider participation in the process and the reflection of those inputs into final scoring. This provides a much more informed Risk Register and promotes greater awareness of risks and mitigating actions throughout Barnardos. This process continued through 2020, with an interruption for a number of months due to the focus and time required to re-orientate the services and support functions as a result of Covid-19 restrictions. Considerable time has been committed during Covid-19 to

establishing and monitoring risk assessed road maps for continuation of our services throughout the pandemic. During this time, Barnardos maintained contact and delivered services to those children and families we worked with throughout the different Covid-19 lockdowns, while assessing and managing the associated risk through various roadmaps. The legacy pension de-risking of the Defined Benefit Pension Scheme was a very positive financial risk reduction measure taken during the year.

The following table shows a summary of key risk areas identified, their outcomes and principal mitigating actions in place:

KEY RISK AREA	RISK OUTCOMES	PRINCIPAL MITIGATING ACTIONS
Protection of Children and Young People	Behaviour or actions that negatively impact the children and families that Barnardos works with.	<ul style="list-style-type: none"> • Mandatory child protection and welfare training. • Barnardos safeguarding statement is understood by all employees and is on display for all users of our services. • Clear child protection reporting and escalation mechanisms are in place.
Maintaining Service Quality	Negligent practices, poor service delivery, incomplete data or inappropriate working conditions, developing during organisational pivot to provide services through Covid-19 pandemic. Increased risk of service closures due to staff or service user Covid-19 infections as continue to operate essential services.	<ul style="list-style-type: none"> • Regular supervision and case management of direct service employees. • Service related policies and procedures are updated on a regular basis. • Evaluations are carried out to monitor the effectiveness of our work. • Monitoring of Health & Safety of staff. • Ongoing development of most appropriate information systems. • Strict adherence to public health guidelines.

Financial Review and Risk Management

KEY RISK AREA	RISK OUTCOMES	PRINCIPAL MITIGATING ACTIONS
Funding Uncertainty	Funds may not be available to fund growth plans or maintain existing operations due to requirements to fund economic deficits or resource measures to counter Covid-19 while simultaneously responding to Brexit impact.	<ul style="list-style-type: none"> • Maintain statutory income and a range of public fundraising activity to diversify income streams. • Monitor and adapt budgeting and regular internal financial forecasts to adapt to a changing environment. • Protected Disclosure policy to enable reporting on fraud and audit process.
Information Management	Breach of information security leading to data loss. IT related projects underway do not deliver to planned scope, budget or timeline, greater risk with more home working during Covid-19.	<ul style="list-style-type: none"> • Anti-virus software and firewalls are in place on all IT systems and ongoing cyber security awareness training. • Business Continuity and IT Disaster Recovery Policy is in place. • Processes and procedures are in place for dealing with breaches of Data Protection legislation and additional training recognising the increased data security risks due to increased remote working in Covid-19 era. • Project management teams and plans in place with governance to Board level as appropriate.
Staff Recruitment & Retention and Premises	Barnardos staff deliver our services, the attraction and retention of our staff is an ongoing challenge, impacted by non-restoration of public sector pay cuts. Premises from which services are delivered should be suitable and up to standard.	<ul style="list-style-type: none"> • Strong staff engagement through Staff Council, surveys, supervision & management, team & regional meetings, training & development, work/life balance policy, annual staff appraisals and ongoing engagement to restore pay/appropriate funding for services. • Actions completed as a result of external assessments of Early Years centres. Work on establishing key information on premises to be expanded in further review of premises.



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 the 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 Sections 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, 4 Christchurch Square, Dublin 8, D08 DT63.

Income from Other Geographic Areas

No income was received from other Geographic Markets and 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 Financial Statements. In March 2021, Barnardos received €1.5 million of funding from the inaugural RTE Late Late Toy Show Appeal.

Discussions have been held with The Community Foundation for Ireland, who is administrating the fund on behalf of RTÉ, on the planned usage of these funds to deliver particular outcomes for the families and children Barnardos works with. These funds are not included in the accounts.

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 auditor is 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.
- During the financial year, the arrangements or structures referred to above have been reviewed.





Statement of Directors' Responsibilities

The 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 net income or expenditure 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 are 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

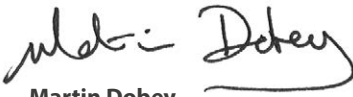
safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

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

21 April 2021

Independent Auditor's Report

to the Members of
Barnardos – Republic of
Ireland CLG

Report on the Audit of Financial Statements

Opinion

We have audited the financial statements of Barnardos – Republic of Ireland CLG ('the Company') for the year ended 31st December 2020, set out on pages 63 to 94, 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* issued in the United Kingdom by the Financial Reporting Council, including the requirements of the Charities Statement of Recommended Practice.

In our opinion:

- The financial statements give a true and fair view of the assets, liabilities and financial position of the Company as at 31st December 2020 and of its surplus for the year then ended.
- The financial statements have been properly prepared in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*, including the requirements of the Charities Statement of Recommended Practice.
- The financial statements 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.

Conclusions relating to going concern

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

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

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 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 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.

Independent Auditor's Report

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.

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 60, 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](#)

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

21st April 2021

Statement of Financial Activities


(incorporating Income and Expenditure Account)

for the year ended 31 December 2020

	Note	2020 Unrestricted Funds €000	2020 Restricted Funds €000	2020 Total Funds €000	2019 Total Funds €000
INCOME FROM					
Donations and legacies	2(a)	7,871	3,209	11,080	7,617
Charitable activities	2(b)	-	15,779	15,779	16,361
Other trading activities	2(c)	727	1	728	1,226
Investments	2(e)	3	-	3	4
Total income		8,601	18,989	27,590	25,208
EXPENDITURE ON					
Raising funds	3(a)	3,267	679	3,946	4,010
Charitable activities	3(b)	-	20,310	20,310	20,674
Other	13(b)	382	-	382	-
Total expenditure		3,649	20,989	24,638	24,684
Tax payable		-	-	-	-
Net income/(expenditure) for the year		4,952	(2,000)	2,952	524
OTHER RECOGNISED GAINS AND LOSSES					
Actuarial gain/(loss) on defined benefit pension scheme	13(b)	147	-	147	(183)
Net movement in funds		5,099	(2,000)	3,099	341
RECONCILIATION OF FUNDS					
Total funds brought forward	14(a)	9,369	364	9,733	9,392
Transfers between funds	14(a)	(2,696)	2,696	-	-
Total funds carried forward		11,772	1,060	12,832	9,733


All income is in respect of continuing operations.

On behalf of the Board



Miriam Hughes

Chairperson



Martin Doherty


Treasurer

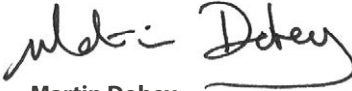
21 April 2021

Balance Sheet

as at 31 December 2020	Note	2020 €000	2020 €000	2019 €000	2019 €000
FIXED ASSETS					
Tangible assets	6		5,217		5,588
			5,217		5,588
CURRENT ASSETS					
Debtors	7	703		824	
Investments	8	-		1,000	
Cash at bank and in hand	9	11,585		6,614	
Total current assets		12,288		8,438	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10	(3,439)		(3,239)	
Net current assets			8,849		5,199
Total assets less current liabilities			14,066		10,787
Provision for liabilities	12		(887)		(848)
Net assets excluding pension liability			13,179		9,939
Defined benefit pension scheme liability	13(b)		(347)		(206)
Total net assets			12,832		9,733
THE FUNDS OF THE CHARITY					
Unrestricted funds	14(a)		11,772		9,369
Restricted funds	14(a)		1,060		364
Total Charity funds			12,832		9,733

On behalf of the Board


Miriam Hughes
 Chairperson


Martin Dobey
 Treasurer


21 April 2021

Cash Flow Statement

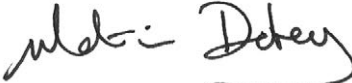
for the year ended 31 December 2020

	Note	2020 €000	2019 €000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net income for the year		2,952	524
Adjust for profit on disposal of assets and impairment (non cash)			
Depreciation charge	5	411	420
Decrease in trade and other debtors	7	121	355
Increase in trade and other creditors	10	200	355
Increase/(decrease) in provisions for liabilities	12	39	(16)
Increase in pension scheme deficit	13(b)	141	73
Pension scheme actuarial gain (loss)	13(b)	147	(183)
Interest receivable and similar income	2(e)	(3)	(4)
Net cash provided by operating activities		4,008	1,524
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest receivable and similar income	2(e)	3	4
Net movement in investments	8	1,000	1,400
Acquisition of tangible assets	6	(50)	(16)
Disposal of tangible assets	6	10	-
Net cash provided by investing activities		963	1,388
Net cash from financing activities		-	-
Change in cash and cash equivalents in the year		4,971	2,912
Cash and cash equivalents at the beginning of the year		6,614	3,702
Cash and cash equivalents at the end of the year	9	11,585	6,614

On behalf of the Board



Miriam Hughes
Chairperson



Martin Dobey
Treasurer

21 April 2021

Notes

forming part of the financial statements

1. Statement of accounting policies for the year ended 31 December 2020

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, registered charity number 20010027). The Charity's registered office is at 4 Christchurch Square, Dublin 8, D08 DT63. 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 report of the Board on page 56).

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.





Notes

forming part of the financial statements (continued)

1. Statement of accounting policies for the year ended 31 December 2020 (continued)

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, 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, charitable activities and, where applicable, other costs. 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.



Notes

forming part of the financial statements (continued)

1. Statement of accounting policies for the year ended 31 December 2020 (continued)

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%
- Fixtures, fittings and equipment - 20%
- Computer 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.

INVENTORIES

Unsold donated items (which have been donated to the Charity's shops) are not valued and included as closing inventories 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.

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

Income recognised by the Charity from statutory and other 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 for which the remaining fixed term is less than three months.

INVESTMENTS

Investments are highly liquid cash equivalents for which the remaining fixed term is in excess of three months.

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.



Notes

forming part of the financial statements (continued)

1. Statement of accounting policies for the year ended 31 December 2020 (continued)

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-employment 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 completed in December 2020 in conjunction with the approval of the 2021 budget.



Notes

forming part of the financial statements (continued)

2. Income

(a) Donations and legacies

	2020	2020	2020	2019	2019	2019
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Committed and cash giving	4,464	597	5,061	4,246	30	4,276
Partnerships, national campaigns & community events	2,587	489	3,076	1,210	59	1,269
Philanthropy	148	1,336	1,484	50	1,070	1,120
Community employment scheme - shops (Note 2(d))	-	468	468	-	589	589
Other fees and grants *	353	78	431	-	-	-
Legacies	319	-	319	279	20	299
Donated goods and services **	-	241	241	-	64	64
Total	7,871	3,209	11,080	5,785	1,832	7,617

* - Other fees and grants comprises Revenue rebates on donations and Revenue payments under the TWSS & EWSS schemes for shops and Early Years centres as a result of closures during Covid-19 restrictions.

** - 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. The Charity also received donations of second hand laptops from Microsoft and food from Food Cloud which has not been included in the figures above due to the difficulty in reliably valuing these donations.



Notes

forming part of the financial statements (continued)

2. Income (continued)

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

	2020	2020	2020	2019	2019	2019
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Tusla (Child & Family Agency)	-	9,306	9,306	-	9,515	9,515
Service income Guardian ad Litem (GAL)	-	3,072	3,072	-	3,421	3,421
Pobal	-	1,245	1,245	-	1,374	1,374
Health Service Executive (HSE)	-	960	960	-	889	889
Other fees and grants	-	277	277	-	217	217
Community employment scheme - services	-	232	232	-	285	285
Department of Children, Equality, Disability, Integration and Youth	-	230	230	-	219	219
City/County Councils	-	215	215	-	220	220
Department of Education	-	117	117	-	127	127
Department of Justice	-	74	74	-	37	37
Education & Training Board Ireland	-	51	51	-	57	57
Total	-	15,779	15,779	-	16,361	16,361

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



Notes

forming part of the financial statements (continued)

2. Income (continued)

(c) Other trading activities

	2020	2020	2020	2019	2019	2019
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2 (d))	598	-	598	1,000	-	1,000
Memberships, publications and training	129	1	130	207	19	226
Total	727	1	728	1,207	19	1,226

(d) Retail operations - charity shops

	2020	2020	2020	2019	2019	2019
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2(c))	598	-	598	1,000	-	1,000
Community employment scheme - shops (Note 2(a))	-	468	468	-	589	589
Other fees and grants - shops - Revenue	-	78	78	-	-	-
Other fees and grants - shops - Pobal	-	82	82	-	-	-
Other fees and grants - shops - Local Councils	-	50	50	-	-	-
Total income	598	678	1,276	1,000	589	1,589
Less expenses						
Direct retail expenses	(584)	(210)	(794)	(899)	-	(899)
Community employment scheme - shops	-	(468)	(468)	-	(589)	(589)
Support costs	(46)	-	(46)	(51)	-	(51)
Total expenditure (Note 3(a))	(630)	(678)	(1,308)	(950)	(589)	(1,539)
Net shop (loss)/contribution	(32)	-	(32)	50	-	50

Notes

forming part of the financial statements (continued)

2. Income (continued)

(e) Investments	2020	2020	2020	2019	2019	2019
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Deposit interest	3	-	3	4	-	4

3. Expenditure

(a) Raising funds	2020	2020	2020	2019
	Direct	Support (Note 3(c))	Total	Total
	€000	€000	€000	€000
Committed and cash giving	1,524	93	1,617	1,544
Partnerships, national campaigns & community events	761	46	807	686
Philanthropy	179	11	190	205
Legacies	23	1	24	36
Sub total	2,487	151	2,638	2,471
Retail (Note 2(d))	1,262	46	1,308	1,539
Total	3,749	197	3,946	4,010
Unrestricted	3,070	197	3,267	3,421
Restricted (Note 14(a))	679	-	679	589
Total	3,749	197	3,946	4,010



Notes

forming part of the financial statements (continued)

3. Expenditure (continued)

(b) Charitable activities	2020	2020	2020	2019
	Direct	Support	Total	Total
	€000	(Note 3(c)) €000	€000	€000
Childrens services				
Family support	8,428	753	9,181	9,245
Specialist services (i)	3,342	297	3,639	3,497
Early years	3,276	290	3,566	3,591
GAL	2,576	285	2,861	3,218
Learning and development	787	64	851	801
Sub total	18,409	1,689	20,098	20,352
Research and policy				
Research and policy	194	18	212	322
Total	18,603	1,707	20,310	20,674
Unrestricted	-	-	-	-
Restricted (Note 14(a))	18,603	1,707	20,310	20,674
Total	18,603	1,707	20,310	20,674

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



Notes

forming part of the financial statements (continued)

3. Expenditure (continued)

(c) Support costs

Cost drivers	2020	2020	2020	2019	
	Raising funds	Charitable activities	Total	Total	
	€000	€000	€000	€000	
Finance	Salary expenditure	52	452	504	492
Information technology	Salary expenditure	61	528	589	462
Human resources	Salary expenditure	46	397	443	433
Governance	Salary expenditure	38	330	368	396
Total		197	1,707	1,904	1,783

4. Staff costs

(a) Costs and numbers

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

	2020	2019
	€000	€000
Staff costs		
Wages and salaries	14,506	14,536
Social welfare	1,539	1,550
Retirement benefits	686	642
Redundancy costs (note 12)	59	175
Sub total	16,790	16,903
Community employment scheme	676	832
Total	17,466	17,735



Notes

forming part of the financial statements (continued)

4. Staff costs (continued)

(a) Costs and numbers (continued)

Retirement benefit costs include employer contributions and operating costs for the defined contribution scheme of €565k (2019: €532k) and the current service and operating costs of the defined benefit scheme of €121k (2019: €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 or provided for during the year, totalled €59k (2019: €175k). These redundancies arise where services are discontinued or are no longer in receipt of required funding.

The average monthly number of employees, including part-time staff, but not including volunteers, during the year was 469 (2019: 480).

	2020 Number	2019 Number
Staff activities are as follows		
Direct charitable activities	351	349
Raising funds	46	48
Support	29	27
Sub total	426	424
Community employment scheme	43	56
Total	469	480



Notes

forming part of the financial statements (continued)

4. Staff costs (continued)

(b) Salary range

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

	2020	2019
	Number	Number
€60,000 - €70,000	20	25
€70,000 - €80,000	4	4
€80,000 - €90,000	6	7
€90,000 - €100,000	2	1
€100,000 - €110,000	1	-
Total	33	37

In 2020, remuneration, including employer retirement benefit costs and employer PRSI contributions and redundancy payments, paid to the Senior Management Team of the Charity (who are considered key management personnel (see page 116 for details)), amounted to €512k (2019: €522k). No members of the Senior Management Team are members of the defined benefit pension scheme.

Barnardos CEO, Suzanne Connolly, is paid an annual salary of €101,492. She is entitled to join the Barnardos defined contribution pension scheme and she receives no other employment benefits.

(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 (2019: €0).



Notes

forming part of the financial statements (continued)

5. Other information

	2020	2019
	€000	€000
Auditor's remuneration, including expenses:		
- audit of financial statements	16	30
- other assurance and advisory services	5	5
Depreciation	411	420
Operating leases - primarily land and buildings	346	369
Settlement of annuity purchase	382	-

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

The settlement of annuity purchase is the crystallisation of losses when the Charity completed a competitive pension legacy risk deleveraging of the defined benefit pension scheme. The pension legacy risk deleveraging reduced the members of the scheme by 80%. The actuarial position of the scheme has reduced from a €1.2 million deficit to breakeven at 2020 year end.



Notes

forming part of the financial statements (continued)

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
Cost						
At 1 January 2020	4,324	5,873	1,725	898	404	13,224
Additions	-	-	-	13	37	50
Disposals and retirements in the year	-	-	-	-	(25)	(25)
At 31 December 2020	4,324	5,873	1,725	911	416	13,249
Depreciation						
At 1 January 2020	1,238	3,870	1,704	594	230	7,636
Charge for year	84	109	12	162	44	411
Disposals and retirements in the year	-	-	-	-	(15)	(15)
At 31 December 2020	1,322	3,979	1,716	756	259	8,032
Net book value						
At 31 December 2020	3,002	1,894	9	155	157	5,217
At 31 December 2019	3,086	2,003	21	304	174	5,588



Notes

forming part of the financial statements (continued)

7. Debtors

	2020	2019
	€000	€000
Trade debtors	599	702
Accrued income	12	-
Other debtors	8	29
Prepayments	84	93
Total	703	824

All amounts included within debtors fall due within one year. Trade debtors are presented net of a provision for bad debts of €6k (2019: €6k).

8. Investments

	2020	2019
	€000	€000
Deposits	-	1,000
Total	-	1,000

All funds are invested in interest bearing deposits with financial institutions and have a remaining fixed term in excess of 3 months.



Notes

forming part of the financial statements (continued)

9. Cash in bank and on hand

	2020	2019
	€000	€000
Cash in bank and on hand	11,585	6,614
Total	11,585	6,614

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. All funds are cash on deposit at banks for which the remaining fixed term, if any, is less than 3 months.

10. Creditors: amounts falling due within one year

	2020	2019
	€000	€000
Deferred income (i)	2,296	2,051
Trade creditors	424	459
PAYE/PRSI creditor	371	383
Accruals	244	235
Other creditors	90	98
VAT creditor	14	13
Total	3,439	3,239



Notes

forming part of the financial statements (continued)

10. Creditors: amounts falling due within one year (continued)

(i) Movements in deferred income	2020		2020	2019
	Statutory	Non-Statutory	Total	Total
	€000	€000	€000	€000
Deferred income at 1 January	878	1,173	2,051	1,607
Income deferred in the year	1,204	1,092	2,296	2,051
Deferred income released in the year	(878)	(1,173)	(2,051)	(1,607)
Deferred income at 31 December	1,204	1,092	2,296	2,051

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.

11. Financial instruments

The carrying amounts of the financial assets and liabilities include:

	2020	2019
	€000	€000
Assets measured at amortised cost	12,204	8,345

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



Notes

forming part of the financial statements (continued)

11. Financial instruments (continued)

	2020	2019
	€000	€000
Liabilities measured at amortised cost	(899)	(953)

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

12. Provision for liabilities

	2020	2020	2020	2019
	Capital	Employment	Total	Total
	restrictions	obligations	€000	€000
	€000	€000	€000	€000
Provisions at 1 January	572	276	848	864
Charged in the year (i)	-	59	59	8
Released in the year (ii)	-	-	-	(4)
Amortised during the year	(20)	-	(20)	(20)
Provisions at 31 December (iii)	552	335	887	848

There were no contingent liabilities requiring disclosure as at 31 December 2020 (31 December 2019: €0).



Notes

forming part of the financial statements (continued)

12. Provision for liabilities (continued)

Capital restrictions

- (i) There was no charge of any capital restrictions during 2020 (2019: €Nil).
- (ii) There was no release of any capital restrictions during 2020 (2019: €Nil).
- (iii) 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 2020, 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 2020 is €102k (2019: €122k).
 - 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.

Employment obligations

- (i) The charge of €59k during 2020 relates to redundancy payments provided for during the year (2019: €8k).
- (ii) There was no release of employment obligations during 2020 (2019: €4k).
- (iii) There was no utilisation of employment obligations during the year (2019: €Nil).
- (iv) The provision at 31 December 2020, comprises primarily 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. Additional redundancy provisions relate to programmes that are discontinued or are no longer in receipt of required funding.



Notes

forming part of the financial statements (continued)

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 2020, there were 220 active members of the scheme (2019: 208). The defined contribution pension scheme charge for 2020 was €565k (2019: €532k). 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 85% 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 €11,700 payable from 1 January 2019 until 31 December 2024. The funding level of the scheme is 100% at 31 December 2020, under the minimum funding standard (MFS) basis.

During 2020, Barnardos, on foot of actuarial advice, took advantage of a favourable market position to engage in a pension legacy de-risking transaction, for pensioners, in the defined benefit pension scheme. The matching assets and liabilities, associated with all of the pensioners in the defined benefit pension scheme, were transferred to Irish Life. The provider was selected on a competitive basis. The pension legacy de-risking was in compliance with the current funding proposal and had a settlement cost of €382k. The Pensions Authority was notified. The total surplus shortfall on the scheme has reduced from an actuarial estimate of €1.2m deficit, prior to the buy-out, to zero at the year end. The settlement cost of €382k is the crystallisation of associated costs in 2020, rather than at a future date.



Notes

forming part of the financial statements (continued)

13. Retirement benefit schemes (continued)

(b) Defined benefit pension scheme (continued)

Movement in deficit during the year

	2020	2019
	€000	€000
Deficit in scheme at beginning of year	(206)	(133)
Contributions paid	162	174
Charge in Statement of Financial Activities:		
- Employer's part of current service cost	(64)	(60)
- Interest expense	(4)	(4)
Actuarial gain/(loss)	147	(183)
Buy-out of annuities settlement cost	(382)	-
Deficit in scheme at end of year	(347)	(206)



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

	2020	2019
	€000	€000
Scheme liabilities at start of year	12,166	11,101
Current service cost (net of members contribution)	64	60
Interest on liabilities	56	187
Actual member contributions	6	10
Actuarial (gains)/losses	(156)	1,201
Liabilities extinguished on buy-out of annuities settlement	(7,232)	-
Change in value of AVCs	5	11
Benefits paid	(616)	(404)
Scheme liabilities at end of year based on end of year assumptions	4,293	12,166



Notes

forming part of the financial statements (continued)

13. Retirement benefit schemes (continued)

(b) Defined benefit pension scheme (continued)

Reconciliation of changes in value of assets in the year

	2020	2019
	€000	€000
Market value at beginning of year	11,960	10,968
Interest on plan assets	52	183
Actual return less interest on plan assets	(9)	1,018
Assets distributed on buy-out of annuities settlement	(7,614)	-
Contributions by the employer	162	174
Contributions by plan members	6	10
Change in value of AVCs	5	11
Benefits paid	(616)	(404)
Market value at end of year	3,946	11,960

The Charity expects to contribute €173k to its defined benefit pension scheme in 2021.



Notes

forming part of the financial statements (continued)

13. Retirement benefit schemes (continued)

(b) Defined benefit pension scheme (continued)

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

	2020	2019
	€000	€000
Charged to expenditure		
Current service costs	64	60
Other operating costs paid by the employer	53	46
Charged to other finance income		
Interest expense	4	4
Total charge in Statement of Financial Activities	121	110

Fair value of the plan assets	2020	2020	2019	2019
	Fair value	Fair value	Fair value	Fair value
	€000	%	€000	%
Other	1,105	28.0%	1,997	16.7%
Debt instruments	1,089	27.6%	6,662	55.7%
Cash	797	20.2%	562	4.7%
Equities	687	17.4%	2,201	18.4%
Property	268	6.8%	538	4.5%
Total	3,946	100.0%	11,960	100.0%



Notes

forming part of the financial statements (continued)

13. Retirement benefit schemes (continued)

(b) Defined benefit pension scheme (continued)

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

	2020	2019
Inflation rate	0.70%	0.90%
Discount rate	0.35%	0.80%
Expected rate of salary increases	1.70%	2.40%
Rate of pension increases in payment	0.00%	0.00%
Rate of pension increases in deferment	0.70%	0.90%

It is assumed that scheme members will withdraw on average 12.5% of their fund on retirement (2019: 12.5%).

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

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

	2020 Years	2019 Years
Longevity at age 65 for current pensioners		
Male	22.8	22.7
Female	25.2	25.1
Longevity at age 65 for members aged 55		
Male	24.0	23.9
Female	26.2	26.1

Notes

forming part of the financial statements (continued)

14. Funds

(a) Movement in funds

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

		Balance 1 January 2020 €000	Income €000	Expenditure €000	Other recognised losses €000	Transfers €000	Balance 31 December 2020 €000
Unrestricted funds							
General funds	(i)	2,886	8,601	(3,649)	147	(7,985)	-
Designated funds							
	(ii)						
Tangible assets		5,019	-	-	-	(354)	4,665
Planned budget deficit		20	-	-	-	(20)	-
Strategic initiatives		-	-	-	-	1,553	1,553
Programme continuity fund		1,444	-	-	-	4,110	5,554
Total unrestricted funds		9,369	8,601	(3,649)	147	(2,696)	11,772
Restricted							
	(iii)						
Charitable activities							
Family support		19	7,947	(9,181)	-	1,243	28
Specialist services		62	3,013	(3,639)	-	575	11
Early years		3	2,491	(3,566)	-	1,081	9
GAL		-	3,072	(2,861)	-	(211)	-
Learning and development		-	833	(851)	-	26	8
Research and policy		280	16	(212)	-	139	223
Subtotal		364	17,372	(20,310)	-	2,853	279
Raising funds							
Raising funds		-	679	(679)	-	-	-
Covid-19 appeal fund		-	938	-	-	(157)	781
Subtotal		-	1,617	(679)	-	(157)	781
Total restricted funds		364	18,989	(20,989)	-	2,696	1,060
Total Charity funds		9,733	27,590	(24,638)	147	-	12,832



Notes

forming part of the financial statements (continued)

14. Funds (continued)

(a) Movement in funds (continued)

The funds carried forward at 31 December 2020 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 2020, funds had been designated for specific purposes as follows:
 - The carrying value of tangible assets for use by the Charity less associated capital restrictions.
 - The strategic initiatives are a range of initiatives to be considered by the Board, to develop future services and ensure the Charity has the capacity to deliver those services.
 - 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 adverse variances in income.

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 to the purposes for which they were donated.

The Covid-19 appeal fund is made up of funds donated by members of the public in response to the Barnardos appeal. Covid-19 appeal funds continue to be used for Covid-19 related responses, by Barnardos in 2021 as the pandemic continues. Barnardos will ensure the funds are appropriately spent to achieve the most effective impact.

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



Notes

forming part of the financial statements (continued)

14. Funds (continued)

(b) Analysis of net assets between funds

Fund balances are represented by:

	2020	2020	2020	2019
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	€'000	€'000	€'000	€'000
Tangible assets	5,217	-	5,217	5,588
Cash and current asset investments	8,229	3,356	11,585	7,614
Debtors, stocks and other current assets	703	-	703	824
Creditors, deferred income and provisions	(2,377)	(2,296)	(4,673)	(4,293)
Total	11,772	1,060	12,832	9,733

15. Commitments

Operating lease commitments payable during the next twelve months amount to €287k (2019: €344k) 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	12	26	249	287
Payable within two to five years	3	20	673	696
Payable after five years	-	-	104	104
Total	15	46	1,026	1,087



Notes

forming part of the financial statements (continued)

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 Local Drugs and Alcohol Task Force. The Charity's income for the year includes €208k (2019: €205k) from the HSE via the Tallaght Local Drugs and Alcohol Task Force.

As well as donating their time and expertise during 2020, the Directors made unconditional donations of €36k (2019: €2k) to the Charity. In addition, the total amount of donations received from trusts and companies controlled by Directors during 2020 was €10k (2019: €355k).

There were no other related party transactions during the year ended 31 December 2020 (31 December 2019: €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 2020, there were 43 members (2019: 41), whose guarantee is limited to €1.27 each.

18. Post balance sheet events

Barnardos is closer to the completion of the planned purchase of a property which will provide a more suitable premises for existing services, within the Dublin region. An offer for the property, subject to planning permission, has been made since the year end. It is expected the purchase price, renovation and refurbishment cost of the property will be considerably in excess of €1 million.

In March 2021, Barnardos received €1.5 million of funding from the inaugural RTÉ Late Late Toy Show Appeal. Discussions have been held with The Community Foundation for Ireland, who is administering the funds on behalf of RTE, on the planned usage of these funds to deliver particular outcomes for the families and children Barnardos works with. These funds are not included in the accounts.

There have been no events subsequent to the year end that require any adjustment to, or additional disclosure in, the 2020 Financial Statements.

19. Approval of financial statements

The Board approved the financial statements on 21 April 2021.

Appendix 1

(not forming part of the financial statements)

1. Analysis of statutory income and expenditure

	2020 €000	2020 €000	2020 €000	2020 €000	2020 €000	2019 €000	2020 €000	2019 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
A. Tusla (Child & Family Agency)								
Dublin North East								
Dublin North City	168	2,205	2	(178)	2,197	2,182	2,197	2,182
Louth/Meath	25	88	-	(29)	84	86	84	86
Dublin Mid Leinster								
Dublin South West/Kildare/West Wicklow	51	722	(5)	(42)	726	745	726	745
Dublin South Central	59	1,086	(79)	(120)	946	937	946	937
Midlands	-	837	19	(1)	855	890	855	890
Dublin South East/Wicklow	-	386	-	-	386	386	386	386
West								
Donegal	-	-	-	-	-	199	-	199
Mid West	44	1,589	-	(51)	1,582	1,594	1,582	1,594
South								
Cork	34	516	-	(68)	482	541	482	541
Waterford/Wexford	52	857	-	(87)	822	823	822	823
Carlow/Kilkenny/South Tipperary	-	786	-	(8)	778	778	778	778



Appendix 1

(not forming part of the financial statements) (continued)

1. Analysis of statutory income and expenditure (continued)

	2020 €000	2020 €000	2020 €000	2020 €000	2020 €000	2019 €000	2020 €000	2019 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
A. Tusla (Child & Family Agency) (continued)								
Other								
Counselling Grant Section	-	176	-	-	176	175	176	175
DSGBV Unit	79	144	-	(93)	130	117	130	117
Paul Partnership - Homemaker Service	-	135	-	(40)	95	-	95	-
Library and Information Services	23	17	4	(28)	16	10	16	10
QCBI Innovation Fund	8	-	-	-	8	10	8	10
TLC Kidz Project - Cavan & Monaghan	-	8	-	-	8	-	8	-
Dublin City North CYPSC - Mulhuddart Targeted Early Intervention	-	4	-	-	4	-	4	-
Carlow CYPSC	3	-	-	-	3	15	3	15
Waterford CYPSC	2	4	-	(3)	3	4	3	4
Dublin City North CYPSC - ABC Finglas	-	2	-	-	2	-	2	-
Dublin City South CYPSC - Cherry Orchard	-	1	-	-	1	-	1	-
Dublin City South CYPSC - Rialto Family Centre	-	1	-	-	1	-	1	-
Dublin City North CYPSC - Finglas Family Resource Centre	-	1	-	-	1	3	1	3
Wexford CYPSC	-	-	-	-	-	20	-	20
Subtotal	548	9,565	(59)	(748)	9,306	9,515	9,306	9,515

Appendix 1

(not forming part of the financial statements) (continued)

1. Analysis of statutory income and expenditure (continued)

	2020 €000	2020 €000	2020 €000	2020 €000	2020 €000	2019 €000	2020 €000	2019 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
B. Pobal								
Community Childcare Subvention -								
Department of Children, Equality, Disability, Integration and Youth (DCEDIY)								
- Loughlinstown Family Centre	1	81	-	(5)	77	77	77	77
- Tivoli Family Centre	2	56	-	-	58	80	58	80
- Brighter Futures, Knocknaheeny Service	1	107	-	-	108	106	108	106
- Early Years Service, Mulhuddart	3	91	-	(15)	79	97	79	97
- Finglas Early Intervention Service	2	59	-	-	61	84	61	84
- Millbrook Family Support Service	-	65	5	-	70	102	70	102
- Thurles Targeted Early Intervention Service	2	69	-	-	71	94	71	94
VCO - DCEDIY	-	541	-	-	541	551	541	551
Covid-19 Stability Scheme for Community and Voluntary, Charity and Social Enterprise Organisations - DRCD	-	154	-	(72)	82	-	82	-
SSNO - DRCD	-	90	-	-	90	76	90	76
Paul Partnership - ABC (Homemaker Service) - DCEDIY and Atlantic Philanthropies	-	-	-	-	-	90	-	90





Appendix 1

(not forming part of the financial statements) (continued)

1. Analysis of statutory income and expenditure (continued)

	2020 €000	2020 €000	2020 €000	2020 €000	2020 €000	2019 €000	2020 €000	2019 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
B. Pobal (continued)								
Health Ireland Fund - Northside Partnership Ltd on behalf of Dublin City North CYPSC (Finglas Family Resource Centre) - DH & DCEDIY	-	4	1	-	5	-	5	-
Health Ireland Fund - Tipperary County Council on behalf of Tipperary CYPSC (Thurles Early Years Service) - DH & DCEDIY	-	-	5	(3)	2	-	2	-
Healthy Ireland Fund - Bagnelstown Family Resource Centre (Carlow) - Tusla	-	2	-	(1)	1	-	1	-
Healthy Ireland Fund - Dublin City North CYPSC (Finglas Family Resource Centre) - DH, DCEDIY and DRCD	-	-	-	-	-	12	-	12
Healthy Ireland Fund - Waterford CYPSC (Waterford) - DH	-	-	-	-	-	4	-	4
Healthy Ireland Fund - Working Things Out - Southside Partnership (Family Intervention Service) - DH	-	-	-	-	-	1	-	1
Healthy Ireland Fund - Dun Laoghaire-Rathdown County Council Local Community Development Committee - (Family Intervention Service) - DH, DCEDIY and DRCD	-	4	-	(4)	-	-	-	-
Subtotal	11	1,323	11	(100)	1,245	1,374	1,245	1,374



Appendix 1

(not forming part of the financial statements) (continued)

1. Analysis of statutory income and expenditure (continued)

	2020 €000	2020 €000	2020 €000	2020 €000	2020 €000	2019 €000	2020 €000	2019 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
C. Other statutory funding								
Guardian ad Litem	-	3,154	(82)	-	3,072	3,421	3,072	3,421
HSE	141	973	-	(154)	960	889	960	889
Other fees and grants	17	279	-	(19)	277	217	277	217
Community employment scheme - projects	-	232	-	-	232	285	232	285
Department of Children, Equality, Disability, Integration and Youth (DCEDIY)	-	247	-	(17)	230	219	230	219
Councils - City /County	160	217	4	(166)	215	220	215	220
Department of Education	-	111	6	-	117	127	117	127
Department of Justice - Commission for the Support of Victims of Crime	1	73	-	-	74	37	74	37
Education & Training Board Ireland - UBU Your Place Your Space	-	26	-	-	26	-	26	-
Education & Training Board Ireland - Targeted/Revised Youth Funding Schemes	-	25	-	-	25	57	25	57
Subtotal	319	5,337	(72)	(356)	5,228	5,472	5,228	5,472
Total statutory	878	16,225	(120)	(1,204)	15,779	16,361	15,779	16,361



Appendix 1

(not forming part of the financial statements) (continued)

1. Analysis of statutory income and expenditure (continued)

	2020 €000 Total income	2019 €000 Total income	2020 €000 Total expenditure	2019 €000 Total expenditure
D. Other income				
Donations and other income	11,811	8,847	8,859	8,323
Total other	11,811	8,847	8,859	8,323
Total	27,590	25,208	24,638	24,684

Abbreviations

ABC - Area Based Childhood
 CYPSC - Children and Young People's Services Committee
 DCEDIY - Department of Children, Equality, Disability, Integration and Youth
 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 2020

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
A. Tusla (Child & Family Agency)					
1. Dublin North City					
S56	Mulhuddart Family Support	Family Support	285	Jan - Dec 2020	285
S56	Mulhuddart Early Years	Targeted Early Intervention	229	Jan - Dec 2020	229
S56	Corduff	Family Support	314	Jan - Dec 2020	314
S56	Finglas	Family Support	382	Jan - Dec 2020	382
S56	Finglas Teen Parents	Teen Parent Work	115	Jan - Dec 2020	115
SCP	Finglas Teen Parents	School Completion Programme	10	Sep 2020 - Aug 2021	10
S56	Finglas Early Years	Targeted Early Intervention	147	Jan - Dec 2020	147
S56	Finglas Family Resource	Family Resource Centre	160	Jan - Dec 2020	160
S56	Finglas Family Resource - Dormant Funding	Family Resource Centre	9	Jan - Dec 2020	9
S56	ABC Finglas	Family Support	554	Jan - Dec 2020	554
Subtotal					2,205
2. Louth/Meath					
S56	Family Welfare Conference	Family Support	88	Jan - Dec 2020	88
Subtotal					88



Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
A. Tusla (Child & Family Agency) (continued)					
3. Dublin South West/Kildare/West Wicklow					
S56	Bawnlea Child and Family Service	Family Support	203	Jan - Dec 2020	203
S56	Clondalkin Teen Parents	Teen Parent Work	149	Jan - Dec 2020	149
S56	Millbrook Child and Family Service	Family Support	268	Jan - Dec 2020	268
SCP	Clondalkin Teen Parents	School Completion Programme	42	Sep 2020 - Aug 2021	42
AF	Family Intervention Service Ballyogan	Family Support	60	Jan - Dec 2020	60
Subtotal					722
4. Dublin South Central					
S56	Post Adoption Service	Post Adoption	201	Jan - Dec 2020	201
S56	Post Adoption Service - Dormant Funding	Post Adoption	189	Jan - Jul 2020	268
S56	Post Adoption Service	Post Adoption	143	Aug - Dec 2020	143
S56	Rialto	Family Support	122	Jan - Dec 2020	122
AF	Rialto	Family Support	50	Jan - Dec 2020	55
S56	Cherry Orchard	Family Support	297	Jan - Dec 2020	297
Subtotal					1,086



Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
A. Tusla (Child & Family Agency) (continued)					
5. Midlands					
S56	Family Support - Athlone, Mullingar, Tullamore, Edenderry, Laois	Family Support	855	Jan - Dec 2020	837
Subtotal					837
6. Dublin South East/Wicklow					
S56	Loughlinstown	Targeted Early Intervention	196	Jan - Dec 2020	196
S56	Dun Laoghaire	Targeted Early Intervention	190	Jan - Dec 2020	190
Subtotal					386
7. Mid West					
S56	Limerick North and South Family Support	Family Support	1,087	Jan - Dec 2020	1,087
S56	Thurles Targeted Early Intervention and Family Support	Family Support	502	Jan - Dec 2020	502
Subtotal					1,589
8. Cork					
S56	South Cork City, North Cork City, Fermoy/Mitchelstown and Youghal	Family Support	482	Jan - Dec 2020	482
TSG	Cork Parental Participation project	Family Support	9	Jan - Dec 2020	9
S56	Youghal	Family Resource Centre	25	Jan - Dec 2021	25
Subtotal					516

Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
A. Tusla (Child & Family Agency) (continued)					
9. Waterford/Wexford					
S56	Ballybeg	Family Support	315	Jan - Dec 2020	315
S56	Dungarvan	Family Support	122	Jan - Dec 2020	122
S56	Waterford	Family Support	2	Jan - Dec 2020	2
S56	Wexford	Family Support	180	Jan - Dec 2020	180
S56	Wexford	Teen Parent Support	146	Jan - Dec 2020	146
SCP	Wexford	Teen Parent Support	10	Sep 2020 - Aug 2021	10
S56	Waterford Student Mothers	Teen Parent Education Support	67	Sep 2020 - Aug 2021	67
S56	West Waterford	Family Support	15	Jan - Dec 2020	15
Subtotal					857
10. Carlow/Kilkenny/South Tipperary					
S56	Clonmel	Family Support	447	Jan - Dec 2020	447
S56	Carlow	Family Support	275	Jan - Dec 2020	275
S56	Family Welfare Conference Carlow/Kilkenny	Family Welfare Conference	64	Jan - Dec 2020	64
Subtotal					786

Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
A. Tusla (Child & Family Agency) (continued)					
11. Counselling Grant Section					
S56	Bereavement Service	Family Support	176	Jan - Dec 2020	176
Subtotal					176
12. Domestic, Sexual and Gender Based Violence (DSGBV) Unit					
S56	DSGBV Unit Funding - National Funding	Family Support	93	Jan - Dec 2020	93
S56	DSGBV Unit Funding - Local Projects	Family Support	51	Jan - Dec 2020	51
Subtotal					144
13. Paul Partnership, Area Based Childhood (ABC) - Start Right Limerick					
S56	ABC Programme - Start Right Limerick	Prevention and Early Intervention	100	Jan - Dec 2020	100
S56	ABC Programme - Start Right Limerick	Prevention and Early Intervention	35	Jan - Dec 2021	35
Subtotal					135
14. Library and Information Services					
Contract	Library and Information Services	Library and Information Services	63	Jan 2018 - Dec 2020	17
Subtotal					17



Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
A. Tusla (Child & Family Agency) (continued)					
15. TLC Kidz Project					
S56	TLC Kidz Project - Cavan & Monaghan	Family Support	8	Jan - Dec 2020	8
Subtotal					8
16. Children and Young People's Services Committee (CYPSC)					
CYPSC	Dublin North City - Mulhuddart Targeted Early Intervention	Family Support	4	Jan - Dec 2020	4
CYPSC	Waterford	Family Support	4	Jan - Dec 2020	4
CYPSC	Dublin North City - ABC Finglas	Family Support	2	Jan - Dec 2020	2
CYPSC	Dublin North City - Finglas Family Resource Centre	Family Support	1	Jan - Dec 2020	1
CYPSC	Dublin City South - Cherry Orchard	Family Support	1	Jan - Dec 2020	1
CYPSC	Dublin City South - Rialto Family Centre	Family Support	1	Jan - Dec 2020	1
Subtotal					13
Total Tusla					9,565



Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
B. Pobal					
1. Loughlinstown Family Centre					
DCEDIY SS	CCS - Loughlinstown Early Years Service	EYPS	60	Sept 2019 - Aug 2020	27
DCEDIY SS	AIM - Loughlinstown Early Years Service	EYPS	11	Sept 2019 - Aug 2020	3
DCEDIY SS	CCS - Loughlinstown Early Years Service	EYPS	9	Sept 2020 - Aug 2021	8
DCEDIY SS	AIM - Loughlinstown Early Years Service	EYPS	20	Sept 2020 - Aug 2021	10
DCEDIY NCS	NCS - Loughlinstown Early Years Service	NCS	16	Sept 2020 - Aug 2021	10
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	7	Sept 2020 - Aug 2021	7
DCEDIY Cov19 CG	Covid-19 Capital Grant	Reopening capital costs	3	Jun 2020 - Sept 2020	3
DCEDIY Cov19 RSP	Covid-19 Grant	Reopening costs	2	Jun 2020 - Sept 2020	2
DCEDIY TWSCS OH	Overhead Payment	EYPS	11	Apr 2020 - July 2020	11
Subtotal					81



Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
B. Pobal (continued)					
2. Tivoli Family Centre					
DCEDIY SS	CCS - Tivoli Early Years Service	EYPS	54	Sept 2019 - Aug 2020	24
DCEDIY SS	AIM - Tivoli Early Years Service	EYPS	15	Sept 2019 - Aug 2020	3
DCEDIY SS	CCS - Tivoli Early Years Service	EYPS	28	Sept 2020 - Aug 2021	9
DCEDIY SS	AIM - Tivoli Early Years Service	EYPS	30	Sept 2020 - Aug 2021	-
DCEDIY NCS	NCS - Tivoli Early Years Service	NCS	7	Sept 2020 - Aug 2021	3
DCEDIY Cov19 CG	Covid-19 Capital Grant	Reopening capital costs	3	Jun 2020 - Sept 2020	3
DCEDIY Cov19 RSP	Covid-19 Grant	Reopening costs	2	Jun 2020 - Sept 2020	2
DCEDIY TWSCS	Wages Subsidy Childcare Scheme	EYPS	3	Apr 2020 - July 2020	3
DCEDIY TWSCS OH	Overhead Payment	EYPS	9	Apr 2020 - July 2020	9
Subtotal					56



Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
B. Pobal (continued)					
3. Brighter Futures, Knocknaheeny Service					
DCEDIY SS	CCS - Brighter Futures Knocknaheeny	EYPS	94	Sept 2019 - Aug 2020	36
DCEDIY SS	AIM - Brighter Futures Knocknaheeny	EYPS	10	Sept 2019 - Aug 2020	2
DCEDIY SS	CCS - Brighter Futures Knocknaheeny	EYPS	63	Sept 2020 - Aug 2021	22
DCEDIY SS	AIM - Brighter Futures Knocknaheeny	EYPS	25	Sept 2020 - Aug 2021	10
DCEDIY NCS	NCS - Brighter Futures Knocknaheeny	NCS	9	Sept 2020 - Aug 2021	5
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	18	Sept 2020 - Aug 2021	7
DCEDIY Cov19 CG	Covid-19 Capital Grant	Reopening capital costs	3	Jun 2020 - Sept 2020	3
DCEDIY Cov19 RSP	Covid-19 Grant	Reopening costs	2	Jun 2020 - Sept 2020	2
DCEDIY TWSCS	Wages Subsidy Childcare Scheme	EYPS	5	Apr 2020 - July 2020	5
DCEDIY TWSCS OH	Overhead Payment	EYPS	15	Apr 2020 - July 2020	15
Subtotal					107

Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
B. Pobal (continued)					
4. Early Years Service, Mulhuddart					
DCEDIY SS	CCS - Mulhuddart Early Years Service	EYPS	71	Sept 2019 - Aug 2020	29
DCEDIY SS	AIM - Mulhuddart Early Years Service	EYPS	21	Sept 2019 - Aug 2020	3
DCEDIY SS	CCS - Mulhuddart Early Years Service	EYPS	25	Sept 2020 - Aug 2021	25
DCEDIY SS	AIM - Mulhuddart Early Years Service	EYPS	21	Sept 2020 - Aug 2021	10
DCEDIY Cov19 CG	Covid-19 Capital Grant	Reopening capital costs	3	Jun 2020 - Sept 2020	3
DCEDIY Cov19 RSP	Covid-19 Grant	Reopening costs	2	Jun 2020 - Sept 2020	2
DCEDIY TWSCS	Wages Subsidy Childcare Scheme	EYPS	6	Apr 2020 - July 2020	6
DCEDIY TWSCS OH	Overhead Payment	EYPS	13	Apr 2020 - July 2020	13
Subtotal					91
5. Finglas Early Years Service					
DCEDIY SS	CCS - Finglas Early Years Service	EYPS	66	Sept 2019 - Aug 2020	36
DCEDIY SS	AIM - Finglas Early Years Service	EYPS	17	Sept 2019 - Aug 2020	3
DCEDIY SS	CCS - Finglas Early Years Service	EYPS	15	Sept 2020 - Aug 2021	6
DCEDIY Cov19 CG	Covid-19 Capital Grant	Reopening capital costs	3	Jun 2020 - Sept 2020	3
DCEDIY Cov19 RSP	Covid-19 Grant	Reopening costs	2	Jun 2020 - Sept 2020	2
DCEDIY TWSCS OH	Overhead Payment	EYPS	9	Apr 2020 - July 2020	9
Subtotal					59

Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
B. Pobal (continued)					
6. Millbrook Family Support Service					
DCEDIY SS	CCS - Millbrook Child & Family Service	EYPS	85	Sept 2019 - Aug 2020	37
DCEDIY SS	CCS - Millbrook Child & Family Service	EYPS	21	Sept 2020 - Aug 2021	8
DCEDIY SS	AIM - Millbrook Early Years Service	EYPS	15	Sept 2020 - Aug 2021	2
DCEDIY Cov19 CG	Covid-19 Capital Grant	Reopening capital costs	3	Jun 2020 - Sept 2020	3
DCEDIY Cov19 RSP	Covid-19 Grant	Reopening costs	2	Jun 2020 - Sept 2020	2
DCEDIY TWSCS OH	Overhead Payment	EYPS	13	Apr 2020 -July 2020	13
Subtotal					65



Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
B. Pobal (continued)					
7. Thurles Targeted Early Intervention Service					
DCEDIY SS	CCS - Thurles Targeted Early Intervention Service	EYPS	59	Sept 2019 - Aug 2020	27
DCEDIY SS	AIM - Thurles Targeted Early Intervention Service	EYPS	27	Sept 2019 - Aug 2020	6
DCEDIY SS	CCS - Thurles Targeted Early Intervention Service	EYPS	19	Sept 2020 - Aug 2021	6
DCEDIY SS	AIM - Thurles Targeted Early Intervention Service	EYPS	22	Sept 2020 - Aug 2021	-
DCEDIY NCS	NCS - Thurles Targeted Early Intervention Service	NCS	19	Sept 2020 - Aug 2021	10
DCEDIY Cov19 CG	Covid-19 Capital Grant	Reopening capital costs	3	Jun 2020 - Sept 2020	3
DCEDIY Cov19 RSP	Covid-19 Grant	Reopening costs	2	Jun 2020 - Sept 2020	2
DCEDIY TWSCS	Wages Subsidy Childcare Scheme	EYPS	3	Apr 2020 - July 2020	3
DCEDIY TWSCS OH	Overhead Payment	EYPS	12	Apr 2020 - July 2020	12
Subtotal					69

Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
B. Pobal (continued)					
8. Other					
DCEDIY VCO	Programme for VCO	Pay & general admin, service provision and specified others	553	Jan - Dec 2020	541
DRCD Covid-19 Stability Scheme	Covid-19 Stability Scheme for Community and Voluntary, Charity and Social Enterprise Organisations - DRCD	Pay & non pay costs	154	Jan - Dec 2020	154
SSNO	SSNO - DRCD - 2019-2022	Staffing costs	270	Jul 2019 - Jun 2022	90
HIF	HIF - Northside Partnership Ltd on behalf of Dublin City North CYPSC (Finglas Family Resource Centre)	Programme costs	4	Jan - Dec 2020	4
HIF	HIF- Tipperary County Council on behalf of Tipperary CYPSC (Thurles Early Years Service)	Programme costs	4	Jan - Dec 2020	4
HIF	HIF - Bagnelstown Family Resource Centre (Carlow)	Programme costs	2	Jan - Dec 2020	2
Subtotal					795
Total Pobal					1,323





Appendix 2

(not forming part of the financial statements) (continued)

2. Breakdown of grants received during 2020 (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2020 €000
C. HSE					
S39	Rivendell	Family Support	218	Jan - Dec 2020	218
S39	Addiction Services - Dun Laoghaire	Family Support	207	Jan - Dec 2020	207
S39	Special Needs Service	Disability	172	Jan - Dec 2020	172
S39	Family Intervention Service Ballyogan	Family Support	148	Jan - Dec 2020	148
S39	Lorien	Family Support	117	Jan - Dec 2020	117
S39	Rialto	Family Support	49	Jan - Dec 2020	49
S39	Addiction Services - Bray	Family Support	60	Jan - Dec 2020	60
AF	Addiction Services - Bray	Family Support	2	Jan - Dec 2020	2
Total HSE					973

Abbreviations

AF - Additional Funding

AIM - Access and Inclusion Model

CCS - Community Childcare Subvention

DCEDIY Cov19 CG - Department of Children, Equality, Disability, Integration and Youth Covid-19 Capital Grant

DCEDIY Cov19 RSP - Department of Children, Equality, Disability, Integration and Youth Covid-19 Reopening Support Payment

DCEDIY ECCE - Department of Children, Equality, Disability, Integration and Youth Early Childhood Care and Education

DCEDIY NCS - Department of Children, Equality, Disability, Integration and Youth National Childcare Scheme

DCEDIY SS - Department of Children, Equality, Disability, Integration and Youth Subvention Scheme

DCEDIY TWSCS - Department of Children, Equality, Disability, Integration and Youth Temporary Wages Subsidy Childcare Scheme

DCEDIY TWSCS OH - Department of Children, Equality, Disability, Integration and Youth Temporary Wages Subsidy Childcare Scheme Overhead Payment

EYPS - Early Years Programme Support

HIF - Healthy Ireland Fund

PEI - Prevention and Early Intervention

S39 - Section 39

S56 - Section 56

SCP - School Completion Programme

TSG - Tusla Seed Grant

Appendix 3

(not forming part of the financial statements) (continued)

3. Five year summary of the Statement of Financial Activities

	2020	2019	2018	2017	2016*
	€000	€000	€000	€000	€000
Income					
Donations and legacies	11,080	7,617	6,879	8,041	8,076
Retail	598	1,000	1,060	1,112	1,184
Tusla (Child & Family Agency)	9,306	9,515	8,513	8,175	7,915
Service income GAL	3,072	3,421	3,277	3,304	3,611
Pobal	1,245	1,374	1,801	1,687	1,778
Health Service Executive	960	889	933	890	903
Other statutory income	1,196	1,162	1,126	1,215	1,132
Memberships, publications and training	130	226	224	343	162
Investments and other	3	4	32	22	30
Total income	27,590	25,208	23,845	24,789	24,791
Expenditure					
Family support	8,428	8,541	8,083	8,039	7,417
Early years	3,276	3,323	3,545	3,736	3,351
Specialist services	3,342	3,250	2,804	2,599	2,445
GAL	2,576	2,923	2,835	3,430	3,018
Learning and development	787	747	1,369	1,511	1,376
Advocacy and volunteer initiative	194	302	740	293	326
Support	1,707	1,588	1,504	1,323	1,605
Subtotal of charitable activities	20,310	20,674	20,880	20,931	19,538
Raising funds	3,946	4,010	4,310	4,102	3,873
Other**	382	-	-	-	-
Total expenditure	24,638	24,684	25,190	25,033	23,411
Net income/(expenditure) for the year	2,952	524	(1,345)	(244)	1,380

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

** Other in 2020 relates to the buy-out of annuities settlement cost (Note 13(b))



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	CHY 6015
Registered Charity Number	20010027
Tax Reference Number	4886561V

Board Members

- Miriam Hughes (*Chairperson*)
- Martin Dobey (*Treasurer & Vice Chairperson*)
- Dr. Louise Crowley
- Jane Forman
- Ivan Fox
- Irene Gunning
- Gary Joyce (*appointed December 2020*)
- Helen Kelly (*resigned July 2020*)
- Maria Kelly
- Kenneth Kennedy (*appointed December 2020*)
- Sue Lamon-Diver (*appointed July 2020*)
- Gary McGann
- Paul O'Faherty
- Phelim O'Leary
- Trevor Spratt

Company Secretary

- Kevin Gregory

Senior Management Team

- Chief Executive
Suzanne Connolly
- Director of Children's Services
Siobhan Greene
- Director of Finance, HR, IT & Governance
Kevin Gregory
- Director of Fundraising, Communications & Retail
Mary Gamble

Principal Advisors

- Actuary
Lane Clark & Peacock Ireland, Grand Canal Wharf, South Dock Road, Dublin 4
- Auditor
KPMG, Chartered Accountants, 1 Stokes Place, St. Stephen's Green, Dublin 2
- Bankers
 - Allied Irish Bank, 7/12 Dame Street, Dublin 2
 - Ulster Bank, 33 college Green, Dublin 2
 - Bank of Ireland, 50-55 Lower Baggot Street, Dublin 2
 - State Savings, GPO, Dublin 1
- Solicitors
Beauchamps Solicitors, Riverside 2,
Sir John Rogerson's Quay, Dublin 2





Barnardos, 4 Christchurch Square, Dublin 8, D08 DT63
T 01 453 0355

✉ info@barnardos.ie
🌐 www.barnardos.ie



Registered Charity 20010027

Design: Allen Creative
Photography: Patrick Bolger



Accounts

Directors Report

