Barnardos Annual Review 2008



Edel's Story



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All pictures posed by models





1996, Dublin

The first time I saw the little girl was when I went to drop new sheets into the room in the morning. The mum and her daughter, who seemed about the same age as my three year old daughter, had arrived in the B&B a few days earlier. When I went to the room, the door was slightly open. Then I saw her. She was strapped into the buggy near the door. Totally quiet. Not crying. Not talking. Just there. That afternoon I went up to collect a broken kettle and she was still there, in the same place strapped into the buggy.

Mind you the B&B isn't the safest place to let a little child wander about. There are people coming and going all the time and the front door is often left open. And there's the gas ring in the room. Her mum told me her name was Edel and that she was afraid to let her wander. She thought the buggy was the safest place for her.

Every time I saw Edel I tried to have little chats with her. She could only say three words. Up. Ma. Girl. I was surprised. My own little girl chatters away to everyone at home. I brought my daughter Emily into work with me one day. I asked Edel's Mum if I could bring her down to the kitchen for some biscuits

and milk and to play with Emily. But when I took her hand to take her downstairs I noticed that she had difficulty walking properly, (must be from all the time in the buggy). I also noticed how dirty she really was. Her nails were filthy. Her hair was greasy and her clothes hadn't been washed in a long time.

In the kitchen Emily was playing with her favourite dolly, cradling her, pretending to feed her, chatting and singing to her. With some encouragement she gave the doll to Edel to play with. Edel immediately stuck the dolly's hand into her mouth, licked it and chewed it, like a baby might do. Then she took the dolly by the hair and dragged her around the room. I'm no expert but I knew it wasn't quite right. She was behaving more like my daughter had been as an eighteen month old than a three year old. After a little while together, Emily came running back to me. "Mummy, she smells and I don't want to play with her anymore. She plays funny."

I wasn't there the day they left. The B&B manager told me there had been a party, which ended in a fight. She had asked them to leave. I didn't see them go and I didn't say goodbye to Edel. I can't stop wondering what's happened to her.



"Childhood is the fiery furnace in which we are melted down to essentials and that essential shaped for good."

- Katherine Anne Porter

What happens to us in our childhood shapes the person we become. The experiences and lessons of those days and years is what moulds us as adults. Many of us have great memories of childhood. Memories of a time when we had the opportunity to simply be a child; to learn, to develop, to make mistakes and good friends, to enjoy the simplicity and innocence of our youth before we take on the trials of adulthood.

For many children today and for those of tomorrow, however, childhood is not a happy time, but a serious challenge. By virtue of the circumstances of their birth they may be condemned to a future of struggle and pain that will begin almost immediately and stay with them throughout life.

In November 2008 Barnardos hosted the Tomorrow's Child Conference in Dublin to bring childcare specialists together for a series of workshops and presentations on the key issues facing children today and on areas of practice relating to children.

The *Tomorrow's Child* report was a central part of this conference. The report, commissioned by Barnardos, used the most up to date national and international information and evidence-based forecasts to anticipate what children's lives will be like in the future and what issues will affect them. It reviewed various trends affecting Irish children such as demography, education, health, social issues, play and leisure and the role of technology and projected how these trends may evolve. The aim of the report was to highlight the key issues that will affect children's lives in the future and to inform policy and practice in relation to children in Ireland over the coming years.

So what does life look like for tomorrow's child?

Many things will not have changed. Despite a popular perception about the decline of the traditional Irish family, the pattern remains in fact largely unchanged, with most children in Ireland belonging to stable, traditionally defined families. Crime and youth crime rates were found to be largely stable and use of illegal drugs were and continue to be at a relatively low rate.

A number of things have changed though. The population has grown rapidly and is much more diverse. Families are smaller. with single child families no longer unusual. The average family size will fall to two to three children and parents will be older, as childbirth in recent years is concentrated in the early 30's.

Tomorrow's child will be more likely to receive early childhood education and care in multiple settings. The likelihood is that both parents will work throughout their lifetime. Children will grow up in a safe environment and are more likely to be driven to school, take grinds to help them in class and work whilst at school to earn additional income.

Most children have remarkably positive indicators, such as healthy eating, greater computer literacy and optimism about their future.

However, if tomorrow's child is from a disadvantaged group or area, they will be poor and are highly likely to remain so throughout their life. They will be persistently vulnerable. Their health is more likely to be poor, their educational attainment low and their prospects bleak.

For three out of four of tomorrow's children the future looks good. The question is, what are we doing about the other one?

In the few short months since The Tomorrow's Child report was issued in November 2008, the Irish economic landscape has changed utterly.

Unemployment is set to reach record levels. Cutbacks in public spending are affecting front line services and it is the most marginalised in society who are at greatest risk. Education is now more expensive than ever and there is little or no support in place for families who are struggling.

In 2008 Barnardos worked directly with 5,665 children and families, an increase of 6% on 2007.

Of those children who accessed targeted family support services (excluding family welfare conference services) our assessment process showed that:

It is clear from these statistics that for today's child, their lives are as challenging now as they are likely to be for the one in four children born into disadvantage in the future. Failure to invest now in working with these children and families will lead to irrevocable long term damage for them, and for our country.

For them childhood is literally a fiery furnace.

The staff in Barnardos are more committed than ever to ensuring that we continue to provide our range of services, at the level of quality we do, to those children and families who so desperately need them. While budgets are tightened and expenditures are cut we will continue to do everything we can to ensure that the effects of these cuts and tighter budgets are not felt by the most vulnerable in our society.

I would like to take this opportunity to recognise the work done by each and every member of Barnardos and to thank the Board for their ongoing commitment and support to the children and families we work with.

Harry Slowey

• 46 per cent had a need in the area of family and/or social relationships, for example dealing with family conflict or poor peer relationships.

• 28 per cent of children were assessed as having a physical or psychological health need, for example poor nutrition or speech and language delay.

• 48 per cent of children were assessed as having a behavioural or social participation need, for example poor social skills or aggressive or age inappropriate behaviour. • 37 per cent of children were assessed as having an education or training need, for example poor school attendance, poor school readiness or low academic achievement.

Chair, Barnardos Board

"The first few years of a child's life often establish a pattern. A child born into love, with lots of attention and care, has a better chance of growing up happy and fulfilled."

That sounds like a cliché, doesn't it? But here's an email we got recently from Brid, who works in one of our projects (I've changed the names in the story):

"Noreen and Martin came into preschool from their estate this morning. They were sitting at the table and Noreen said "me and Martin got new toys". She was clearly animated about this and the staff asked her to tell us about these toys. We asked where did they get them. Noreen replied that she had gotten them off the dump on the site. This is a site where only yesterday I was looking at rats foraging in the rubbish and where we see dead rats every day. What seemed even better to Noreen was that there were no spiders on these particular toys. They then told us that Martin had gotten his toys from

the shop, and it was as normal for Noreen to get them from the dump as to have new toys from the shop."

That's life for some kids in Ireland today. As I'm writing this, the whole country is anary about the abuse that thousands of Irish children suffered in residential institutions in our recent past. That abuse shaped, and destroyed, many thousands of lives. People have carried the scars with them for years, and the pain they have endured has left a lasting impression on all of us.

But of course, you're reading this as part of a review of 2008, a year when the hopes of many thousands of Irish families, at all levels of income, disappeared in a rapidly

descending recession. Writing in last year's Annual Review, I said "It has been evident for some time that 2008 was likely to be a year of slow economic growth. In recent months it is becoming clearer that international developments will have the effect of compounding the difficulties our economy is facing ... tightening in the public finances here at home is expected to continue and perhaps even to become a central policy response".

That seems now like a wildly optimistic prediction! The harsh truth is that the climate for organisations like ours has changed beyond all recognition. But much more to the point, life has become incredibly more difficult for many of the children and families we work with.

We see our central task as being to build and sustain expectation. Every child is entitled to the best start in life. They're entitled to a good education, in good surroundings - and they need to be equipped to get the best from that education. When a child's early development is damaged by the circumstances in which they live, it can affect everything - their growth, their speech, their ability to make friends and socialise, their capacity to use the basic skills of discovery that are so important to a child, even their ability to play. A child who carries those disadvantages into school can easily begin to fall behind from day one. And while it's not inevitable, a start like that can lead to a child dropping out of school early.

That's a disaster. Early school leavers constitute the largest segment of our prison population. They make up the majority of people who have major problems with addiction. They are the voung people who end up homeless. They suffer with mental health, and they become alienated from the rest of us, often getting involved in gangs and in anti-social behaviour.

In other words, they are people whose expectations of life have disappeared – and the spiral can start at two or three years of age. Our work, often intense, painstaking work, is designed to prevent that.

And we have considerable success in overcoming odds. That's because in Barnardos we are incredibly lucky to have a team of people who are not only very talented, but totally dedicated to the children and families we work with.

They are so dedicated that when we had to talk to them about the impact of the recession, the people who work in Barnardos unanimously agreed that the priority had to be

We are determined to maintain the highest quality of services. and to grow in the years ahead. But we are equally determined that the voices of children will be heard, and that the place of children in public policy will be more central. The abuses of the past couldn't have happened if children weren't alone and silenced. The primary lesson that has to be learned from everything we now know has to be - Never Again.

Fergus Finlay Chief Executive

to keep our projects going. Everyone in the organisation has agreed to pay sacrifices, and we have cut costs in other ways to protect services to children and families. It's important that we survive the recession – but it's more important that the recession doesn't destroy the lives and expectations of thousands of children.





10 Years Old

2003, Dublin

Tuesday: My teacher is wreckin me head. She came down to the house again today and knocked on me door. "Aren't you goin to school today Edel? I'll give you a lift down."

I didn't answer the door. It's better not to. Everyone's always "Do this, do that! Why don't you do this, why don't you do that?" Saying that I shouldn't be the one looking after everyone, that I should be comin to school. They don't realise that if I left me little brothers on their own and I went back home to them after school, me ma'd be out for the count upstairs and me little brothers could be dead.

They're only two and three.

I couldn't leave them there like that.

Saturday: Today was such a laugh. Me and Sinead were supposed to go to the beach. We got tents and all to go camping. But we missed the bus and then it started raining so we just went to the shop and bought eight tubs of Ben and Jerry's. We camped out at home and ate it with me

little brothers. We sat in the kitchen afterwards, drinking tea and felt like two real grown-up's, like thirty year olds!

Thursday: I tried to make eggs for everyone today. It didn't work. AT ALL. I nearly set the cooker on fire. Some days I wish I had that thing where I could walk down the stairs in the morning and say "Hello ma" and see me ma cooking me breakfast. I don't think it'll ever be like that.

It feels like I have three kids, me two brothers and me ma. That's what it's like. You end up having ver ma being your child.

I'm constantly scared that there's something wrong with her. She could be upstairs, wrecked, out to the world and I'm thinkin', is she dead, and then I'm like, anyways, what do yis want to eat for dinner?

10 | 11

"Our hope for these children is that they will emerge from childhood with skills and abilities and a sense of self worth which ensures that they reach their potential."

Many of us are lucky enough to have experienced a childhood that was nurturing and loving, a time of learning and growth that gave us a basis of trust in ourselves and those around us and a belief in our potential and worth. Sadly, for many of the children with whom Barnardos works, childhood is a period in which their capacity to develop emotionally and socially, and to learn, is severely impacted by living in families where mental health, drug addiction, loss and poverty are every day issues.

In Barnardos we work with these children and families, in the heart of communities. We do this in partnership with other agencies with the aim of supporting parents in providing for

their children the best childhood they possibly can. Our hope for these children is that they will emerge from childhood with skills and abilities and a sense of self worth which ensures that they reach their potential.

In 2006, as part of the development of our Children's Services Family Support strategy we agreed our two high level outcomes which we believe, if achieved, will enhance the life opportunities of the children we work with. These two outcomes are -

- Improved learning & development
- Improved emotional well-being

In order to deliver these outcomes for the children who come to Barnardos, we continue to develop our services. During 2008 we reached the following milestones:

- Wizards of Words (WoW), a literacy improvement programme for children in 1st and 2nd class using older volunteers to deliver one-to-one tuition in schools, was provided to four schools in the Dublin area. During 2008 we began our implementation evaluation of the programme and began preparing for our outcomes evaluation planned for 2009. Programme manuals for our volunteers and managers were developed. The programme will be expanded to a further four schools in Limerick in early 2009.
- The Friendship Group, a proven model designed for children aged six to nine years who have difficulties making and maintaining friendships, was piloted in eight Barnardos services. Plans are in place to expand this service further in 2009.
- The service design for Tús Maith is an early years service for children aged 3-5 years which combines the High Scope early years curriculum and REDI, a proven programme from the United States. REDI will provide additional social and emotional and emergent literacy components to our existing early years work. The pilot programme will be provided to three locations at the beginning of 2009.
- We commenced service design work for our Lorien/ Rivendell service in Dublin West. We will be developing a comprehensive range of family support programmes to address the needs of children living with parental drugs misuse.
- We opened new projects, in Knocknaheeny (Cork), Corduff & Mulhuddart (Dublin North), Deerpark and Mac Ulliam (Dublin West) and Clonmel, and we secured funding/ planning for new purpose-built centres in Knockmore in Dublin West and Mulhuddart in Dublin North.

During 2008 we continued to equip our staff with the resources they need to deliver services to the highest standards:

• In addition to ongoing training such as Child Protection and Supervision, an audit of assessment competences across children's services was carried out in 2008 and we identified additional areas of staff training and support required. A

- Assessment - Engaging Families

• In December 2008 we commenced a peer-led audit of our child protection practice. This audit will be completed in early 2009 and the data gathered will be used to inform the development of our Child Protection practice going forward.

• We devised a standard recording format for our universal services which are services offered to everybody in the community, for example, the playground in Ballybeg and the Toy Library in Dun Laoghaire. This recording system will ensure that the basic information on children and parents who attend these services is recorded clearly and consistently.

• We developed an Active Case Management Tool which will support staff to track a case from the point of referral to closure.

We constantly review our work and assess our effectiveness to ensure that we provide the best possible services for children.

• We commenced work on our Practice Framework. This framework outlines the policy and legal context of our work; the beliefs, knowledge and skills that inform our practice; our structure for service delivery and the key principles that inform our work.

- this context.

- training plan for 2009 has been developed which includes, amongst other training programmes:
- Positive Behaviour Management

• Our Best Practice Advisory Committee, established in 2007, comprising of a range of experts from Ireland and the UK, continues to provide advice and support around the development and implementation of our new service designs and also in relation to Barnardos' undertaking of our first rigorous service evaluation.

• In 2008 we participated in conferences within Ireland and in the UK, to share our learning to date regarding the design and development of needs-led outcomes-focused services, and how to approach the management of change in

Suzanne Connolly Director of Children's Services

Working for Children: Services Review (continued)

Figures for use of Barnardos services during 2008

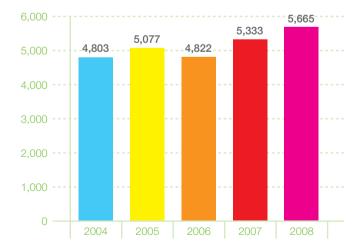
During 2008 a total of 5,665 children and parents participated in Barnardos services around the country. Nearly two-thirds or 3.632 were children.

Table 1: Total direct work with children and their parents. 2008

Type of service	Children	Parents/Carers	Total
Targeted Family Support & Universal services	3,077	1,823	4,900
Guardian Ad Litem service	300	N/A	300
Bereavement Counselling for Children service	255	210	465
Total	3,632	2,033	5,665

We worked with 6 per cent more children and families in 2008 than we did in 2007. The figures below compare the total number of children and parents/carers using Barnardos services between 2004 and 2008.

Figure 1: Total Direct Work with Children and their Parents: 2004-2008

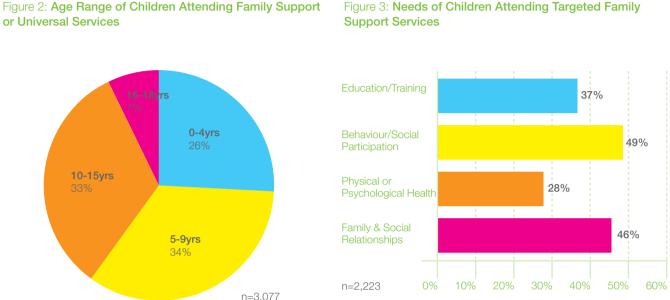


Family Support & Universal Services

The following describes in more detail the profile and circumstances of children participating in targeted family support and universal services in Barnardos. Family support services include projects that provide targeted early years support and intensive family and individual support and family welfare conference services. Universal services include services such as toy libraries, playground facilities, etc. that can be accessed by all members of the local community in which Barnardos works.

As noted above 3,077 children and 1,823 parents/carers participated in targeted family support and universal services during 2008. We know from family information that another 1,322 children benefit indirectly from Barnardos targeted family support and universal services through their parents' involvement in our services and programmes e.g. parenting programmes, one-to-one work with parents and/or familv work.

The majority of children attending targeted family support and universal services are aged between 5 and 9 years, with a further 33 per cent aged between 10 and 15 years. A little over one-quarter of children are aged between 0 and 4 years.



More than one-third of children were self/parent-referred during 2008. 20 per cent were referred by their school and another 20 per cent of those referred to family support or accessing universal services were referred by social workers or other HSE child and family or community services. The remainder of referrals came from a variety of sources including other Barnardos projects, other non-statutory community services, and health professionals (public health nurses, speech and language therapists etc).

Of those children who accessed targeted family support services (excluding family welfare conference services) our assessment process showed that:

- 46 per cent had a need in the area of family and/or social relationships, for example dealing with family conflict or poor peer relationships.
- 28 per cent of children were assessed as having a physical or psychological health need, for example poor nutrition or speech and language delay.
- 48 per cent of children were assessed as having a behavioural or social participation need, for example poor social skills or aggressive or age inappropriate behaviour.
- 37 per cent of children were assessed as having an education or training need, for example poor school attendance, poor school readiness or low academic achievement.

Table 2: Enquiries During 2008

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BTRS BTRS Or BTRS Tra Adoption

Bereaver Service 7 Origins E

Information services

During 2008, our information services dealt with more than 7,540 face-to-face or telephone enquiries while our Barnardos' Training and Resource Service (BTRS) dealt with another 4,866 online enquiries.

tion Services	2008
	4,726
nline	4,866
aining Places	1,122
n Advice Service	596
ment Counselling for Children Telephone Help-Line	311
Enquiries	825

Wizards of Words (WoW)

"WoW is an excellent, professionally run programme made up of a wonderful team of dedicated volunteers." "I have noticed in a short length of time a progression in the children's confidence, vocabulary and reading fluency. It has given the children in my classroom the courage to read, along with an interest in, and a love of reading." "The relationship between the volunteers and the children is a really positive one and it is a win/ win situation for us all." "I get so much out of it, I really love it and the children do too and it is a great way for older and retired people to get involved in their local community" "It's fantastic to see the children excited on a Wednesday and Thursday morning because they know it's their reading day." "One child from my class was so upset when the volunteers finished up for the Christmas holidays because he thought that he wouldn't be reading with his volunteer again." "Because I don't have a teaching

background I thought that it might not suit me, an ordinary 'Joe Soap', but with the training and my own life experience and love of reading I feel that I am really making a difference." "It is great for the kids to have contact with an older positive role model and I feel we older ones have a lot to offer." "If they can grasp the basics of reading at a young age you are giving them a great skill and resource for life."

Wizards of Words (WoW) is an inter-generational paired literacy improvement programme for children in 1st and 2nd class, involving older volunteers, which delivers one-to-one tuition during school time. Its purpose is to improve children's overall reading achievement and this reflects Barnardos' high level outcome of improved learning and development.

Classroom teachers nominate 1st and 2nd class students for extra reading support with an older volunteer. The trained volunteers, who are 55 years and over, meet with the children three times a week during school hours to provide individualised reading instruction and support.

The children participating in the programme benefit from having individual attention that is focused on their reading and also from the development of a positive relationship with an adult. The volunteers bring their prior experience and love of reading to the programme, which has a positive impact on the child's reading experience and learning potential. The volunteers receive ongoing training in using a guided reading approach which focuses on four key areas of reading: phonics, vocabulary building, reading comprehension and reading fluency.

WoW is currently implemented in four Dublin schools and 51 children have participated in the programme with 22

volunteers since September 2008. A pilot programme in the Limerick area is planned for early 2009. We aim to have approximately 22 volunteers tutoring 36 children in Limerick over a 10 week programme with a full roll out planned for late 2009.

The Child and Family Research Centre (CFRC) at NUI Galway have been commissioned to evaluate the WoW programme and this will begin with a process evaluation in early 2009. Volunteers, school staff, children and their parents and Barnardos staff have all been identified as key participants in the evaluation. From our experience and feedback to date, however, we have observed that the children have achieved some of the following outcomes: increased reading ability; improved attitudes to reading and greater confidence in the classroom.

The programme relies on the volunteer imparting their own love of reading to the children, with both child and volunteer often sharing experiences that relate to the stories they read together. We hope that this will in turn lead to the child creating positive memories of learning for them to bring into their adulthood.





12 Years Old

2005, Dublin

Tuesday: Today was so boring. I miss being in class and I miss learning things. Coz I fought with the teacher they'll only allow me in for two hours a day and I really miss being in science class and going down to computer class and seeing me friends. It's not fair. It was supposed to end before Christmas but they won't let me back into normal classes yet. I don't have anyone to hang out with coz they're all in school every day, all day. I'm bored out of me head 24/7. I'm sick of being stuck at home all the time. It's horrible.

Nobody's telling me what I'm doing wrong or how to fix it. There's only one teacher who used to listen to me and she went to another school. I wish someone would listen to me instead of just shoutin at me.

Thursday: I got homework today and tried to find somewhere to do it. Me ma was downstairs fightin with me da - he's back again. One brother was in the bedroom and the other one was playing downstairs. There's too many people in this house. If the four year old sees you with books he wants to play school with you. Or then he scribbles all over me books.

Everyone's always fightin, wreckin' me room, wreckin' me head. Every day of the week. If I don't do the homework today I'll get double tomorrow, then a yellow card, then a red, then suspension.

I can see now how missin so much school really messes you up, like the simple things you're meant to learn when you're in sixth class - about planets or the earth, or what's north, south, east and west. It's embarrassing when you don't know it. I don't know how I'm gonna catch up and keep going if it's this hard now. I wish someone would help me.

18 | 19

Monday: The principal said today that I could get kept back this year. I never got kept back in me whole life. I don't want to either. If I got kept back it would probably be better but I don't want to. I'd probably know more about school, I'd be able to do things better but if I get kept back I'd hate it. I'll be with all the little girls and none of me friends would want to know me.

"Barnardos believes that children have a right to have their best interests placed at the core of all policy decisions that affect their lives."

Childhood is a significant time in an individual's life. The things that happen in childhood shape the adults that children become. Barnardos believes that children have a right to have their best interests placed at the core of all policy decisions that affect their lives so that every child is given the opportunity and protection to enjoy their childhood.

Barnardos advocacy aims to influence national policy, practice and legislation that have an impact on children and families, particularly those living in disadvantage or whose well-being is under threat. Our advocacy work prioritises four main areas that affect children's lives - child poverty, educational disadvantage, child protection and alcohol harm.

We aim to share the knowledge, experience and insights Barnardos has gained through working with children and families with those who make and influence public policy so that the decisions made at the highest national level will make a real and positive difference to children's lives. Barnardos continued to be a credible policy voice across the range of issues affecting children in Ireland in 2008 by developing policy positions that are evidence-based and solutions focused. We strive to put forward ways in which policies can be improved to reflect the best interests of children and their families. During 2008, submissions were made to Dáil Committees and other relevant organisations including the following;

- Joint Committee on the Constitutional Amendment on Children (January 2008)
- Immigration, Residency and Protection Bill (March 2008)
- COSC national strategy on domestic, sexual and gender based violence (June 2008)
- National Child Welfare Strategy submission (July 2008)
- National Education Welfare Board strategic plan
 (September 2008)
- Children's Budget (October 2008)
- NESF Child Literacy and Social Inclusion (December 2008)

Advocacy Highlights in 2008:

Tomorrow's Child Project

Barnardos advocacy work in 2008 focused on commissioning and launching significant research on all aspects of children's lives in Ireland, both now and for the future. The *Tomorrow's Child* report took a broad view of trends affecting Irish children and how they may evolve, covering such issues as demography, social issues, play, education, leisure, the role of technology and health. The report analysed those factors likely to shape the lives of children and their families in Ireland over the next number of years. It used the most up to date national and international information and evidence-based forecasts to anticipate what children's lives will be like and what issues will affect them. The *Tomorrow's Child* report aimed to highlight the key issues that will impact on children's lives in the future to inform policy and practice affecting children in Ireland over the coming years.

The *Tomorrow's Child* report was launched at a major two day conference which brought together 300 delegates from every corner of the child and youth sector, including major statutory, political, academic and non-profit stakeholders. The *Tomorrow's Child* conference aimed to open discussion and debate on the relevant issues among those working with children and young people in Ireland. The conference also showcased the range of Barnardos services providing a comprehensive look at the diverse range of ways in which Barnardos supports children and families.

Children's Rights/Constitutional Amendment

Barnardos advocacy team continued to campaign for the rights of children and for the insertion of a children's rights amendment into the Irish Constitution. We made a submission to the Joint Oireachtas Committee on the Constitutional Amendment on Children in January 2008 and made a presentation to that Committee in March 2008. Our work in this area focused on all aspects relating to a Constitutional amendment including the key areas of children's rights and child protection concerns around 'soft information' and absolute and strict liability. We continued to prioritise this area of work through lobbying, statements and media work throughout 2008.

Child Protection

Barnardos advocacy team continued to work across the range of issues inherent in child protection and to be a leading voice in the sector on such concerns. Our lobbying work on child protection focused on placing the Children's First Guidelines on a statutory footing to ensure the mandatory reporting of suspected child protection concerns.

In 2008 we increased our active involvement in Action for Separated Children in Ireland, a coalition set up to look at issues concerning immigrant children who arrive in Ireland without a parent or guardian. Separated children are a particularly vulnerable group who are open to exploitation. Barnardos advocacy team spoke at an Action for Separated Children in Ireland seminar in 2008 and continued to lobby for the protection of these children throughout the year, particularly in relation to the drafting of the Immigration, Residence and Protection Bill.

Norah Gibbons Director of Advocacy and Central Services "Barnardos also provides national services which can be accessed by children, families and child welfare practitioners across the country."

Barnardos Bereavement Counselling for Children Barnardos Bereavement Counselling for Children supports children and families as they adjust to the impact of the loss of a loved one on their day to day lives.

In 2008, the Bereavement service worked with 255 children and young people and 210 parents/carers from 190 families in our centres in Dublin and Cork. The Bereavement Helpline responded to 311 calls from members of the public concerned about a bereaved child or family. In addition to this direct work, the Bereavement service also continued to engage in research, to provide training and consultancy to other groups and organisations working with children and to develop and distribute bereavement related resource materials.

As children recall the loss of someone they love who has died, their recollections have a unique resonance and meaning as they try hard to reclaim hazy memories, worried that they may be lost forever. They may cherish their favourite ones or struggle to make some sense of those that are confusing or painful. Barnardos Bereavement Counselling for Children supports and guides them through this experience.

Guardian ad Litem Service

Our Guardian ad Litem service gives a voice to children involved in court proceedings and ensures that their interests are at the centre of the decisions that are being made about them.

In 2008 we worked with 300 children, an increase of 36% on the previous year.

We also saw our work develop significantly in 2008 with young parents under 18 whose own children were the subject of care proceedings, as well as the children themselves.

The majority of the service's work is with children coming into the care system and with children who come before the High Courts as a result of an application being made for their admission to a Special Care facility which restricts their liberty. Some have experienced extreme poverty and deprivation, some have been through horrific abuse, while others have experienced exceptional trauma at a very young age. Our work reporting on behalf of children caught in legal family breakdown conflict has increased significantly. The children we work with are among Ireland's most vulnerable.

However, only 25% to 30% of children in care proceedings actually receive representation. Our aim for 2009 is to see this proportion significantly increased.

Barnardos' Origins Service

Barnardos' Origins service supports people who spent their childhood in Ireland's industrial schools to trace their family history and discover their origins. The service is funded by the Department of Education and Science.

The need for tracing family for those who were in the industrial schools was recognised as far back as 1970 when the Kennedy Committee reported on the 'absence of personal records containing even minimal information' in relation to the institutional care system.

By the end of 2008 the service had received 825 requests for family tracing. We have dealt with 651 applications to date and 135 are currently being dealt with by the Origins team with a further 39 on the waiting list. We receive an average of about 9 to 10 applications a month.

The most consistent requests include:

"What happened to me from the time I was born to the time I was sent to the industrial school?" "What happened to my mother after I was born?" "Have I any sisters or brothers?"

The impact of not having family

Some applicants have never told their husband, wife or partner about their background and it is often a well kept secret from friends. Many worry about going to a doctor as they may be asked about their family medical history and it can be embarrassing for them not to have any information. Others describe the worry they have had when they were getting married of how to explain why they have not invited any relatives. Not knowing who you are impacts on every aspect of your life.

Barnardos' Post Adoption Service

2008 was a momentous year for the Post Adoption Service which was re-launched and extended to offer support and

counselling to parents who have adopted from abroad and their children. This followed a funding agreement with the Eastern Region Health Service Executive.

We received 596 new enquiries in 2008 with 161 of these from parents who have adopted from abroad in relation to different aspects of parenting their children.

Much work has gone into developing a specific service for children adopted from countries such as Russia, China, Thailand, Ethiopia, Kazakhstan and Romania and for their parents. We are now working directly with children and families around issues of attachment, post institutionalisation, dealing with racism and explaining adoption.

In addition 36 parents attended a number of courses on talking about adoption to children. We also provided a mediation service to 36 sets of birth relatives and adopted people who have been "matched" through the National Adoption Contact Preference Register up to the end of 2008.

The Post Adoption Service continues to offer this mediation work as well as a group work support service to adults affected by adoption.

Barnardos' Training and Resource Service

The Barnardos' Training and Resource Service (BTRS) embraced a new identity in 2008, having previously been known as the National Children's Resource Centre. The name change reflects our greater emphasis and priority on training and during 2008, 1,122 people participated in our training events on topics like child protection, school age childcare, parenting and more.

The School Age Childcare Conference in November was a particular highlight for us as over 200 childcare practitioners attended to hear Irish and international speakers.

The Library and Information Services continued to provide information and resources to professionals, parents and the general public and 4,726 information queries were dealt with in 2008.

We were delighted to publish a number of new books on promoting quality in children's services in 2008. In particular, *Supporting Quality* (Books 1 & 2) and *A Guide to Developing Childcare Policies* have proved to be best sellers amongst those working with children.





2008, Dublin

Saturday: I met up with the youth group today. We're doing the presentation next Friday. I can't wait. It's been brilliant getting involved and having people listen to me, taking me seriously, feeling like my opinion matters. I love helping to make decisions that might help other kids, decisions about mental health, school, all that sort of stuff. No-one used to ever ask me my opinion before now. No-one used to listen to me.

Sunday: I saw me little brothers today. It was the first time in eight weeks because of the different foster homes we're in. I remember when I used to kill me little brothers coz they used to annoy me but now when I see them the first thing they do is they all jump on me at the same time which is kinda hard coz I can't hold them all!

It's better now that I'm more like their big sister, and not like their ma. But now my little brothers think that the girl they're living with, Donna, is their big sister for real. Liam, the youngest turned up today and goes, "Donna's my big sister, not you". I spent ages trying to explain it to him. After that I

cried. Then he came into me and he hugged me and said "hey big sister". Then I cried again.

Thursday: At Barnardos today they were asking us what we want to be when we grow up. I told them that I used to say I wanted to be an archaeologist, one of those people who digs up fossils and bones and things. I was saying that for two years and then I wanted to be a politician. Frank said I'd make a great politician coz I talk so much! I also wanted to be a doctor or something like that for a while but it would probably make me puke, so I was like, I'll be a pharmacist. It's too sad to be a doctor. Can you imagine you could've saved someone and you didn't? So yeah, a pharmacist, or a foster carer, or a pharmacist/foster carer! I wanna make medicines and make people better. I'm gonna find out about that foundation course in Trinity that we were talking about the other day in Barnardos. I reckon that's the best way to go.

The thing is, I want to make something of myself. I want to make me ma and da proud of me.



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Barnardos recognises that living in poverty affects every aspect of a child's life and that its impact can last a lifetime."

All of our futures are built on our past and our memories and experiences inform who we are. Barnardos recognises that living in poverty affects every aspect of a child's life and that its impact can last a lifetime.

For several years now, we have been implementing our Children's Service and Advocacy strategies, aimed at transforming our impact on the children and families we work with. As a result, 2008 was another year of change in Barnardos which focused on working together to keep developing our services, and to keep delivering to the families who need our support.

Our task in Internal Services is to support all of those who deliver services to ensure the best outcomes for children and families. We need to ensure that our organisation is structured in the best way possible, that we have the best people and that we support them to deliver our mission – what is for us. a moral absolute.

We worked in 2008 to ensure clear HR practices and systems were in place to provide physically and professionally safe and secure work environments to allow our people to do the best they can.

We continued to improve our IT systems to support organisational growth and an increasing reliance on IT. This has resulted in greater efficiencies in communications, data handling and security, including the continued development of the Children's Services Database.

We designed and delivered a range of training programmes for staff to ensure that they have the skills necessary to deliver the best possible outcomes for children and families. Focus areas in 2008 included child protection training (in addition to that provided by the HSE), which we have made mandatory for all staff working with children in Barnardos, High Scope (early years programme) and Supervision/Supervisee training.

We believe that we must continue to develop and deliver a special kind of strategy that can assist in achieving a high level of performance. In Barnardos terms this means achieving our social purpose - working with children and families living in disadvantage to improve their experiences and memories and helping them to create a brighter future for themselves and their families.

Jacki Conway Director of Internal Services "Our staff are committed to delivering the best possible outcomes for the children and families we work with."

For the families who use our services, the people they engage with at their local centre are what Barnardos is all about. That's why it's so important that we recruit, retain and support the best staff to provide the highest quality services responding to the needs of those children and families we work with.

Whether working directly with children and families in our Children's and Central Services or in the support functions of Advocacy, Fundraising, Finance, Human Resources or IT, our staff are committed to delivering the best possible outcomes for the children and families we work with and to making Ireland the best place in the world to be a child. They achieve this through the delivery of best practice in their area of expertise and through innovative and proven models across all our centres and services.

The new teams established in our recently opened centres in Deerpark, McUilliam, Clonmel and our staff across all of our Centres continue to deliver our ambitious strategy to improve the lives of vulnerable children and families in Ireland.

In 2008 Barnardos employed 391 staff across all areas of the organisation. We conducted an employee survey amongst our staff in late 2008 to ascertain the levels of staff engagement with the organisation.

The results were extremely positive with overall engagement with Barnardos reported as being very high. Particular strengths were also reported in five key areas of organisational culture; alignment with mission, values and strategy; service focus; job conditions; and work environment.

Some of the "best things about working for Barnardos" that staff commented on included that they are proud to work for Barnardos because of the high quality services we provide for children. Barnardos employees also commented on a real sense of achievement in working towards the greater goal of making a difference in children's lives and supporting children and families through difficult times.

The survey also demonstrated that staff are very motivated and committed to doing what is required to ensure that Barnardos succeeds. They also felt that their terms and conditions are fair, that Barnardos invests in learning and development for staff and that they would recommend Barnardos as an employer to friends and colleagues.

We will continue to recruit, support and train our staff and will strive to maintain such positive levels of engagement with, and pride in, Barnardos.

What's the best thing about working for Barnardos?

"Innovative service design and research that is focused on children's needs." "Experiencing and knowing that children and families get a meaningful quality service" "Barnardos are 100% committed to improving lives for children and will continue to do so for as long as it takes." "The opportunity to do work with children and families in a way that I feel makes a difference." "Clear policies and procedures which provide a physically and professionally safe and secure work environment." "I feel valued as an employee. I believe in the work I do and that it can make a difference in a child's life." "Great opportunities for training, career development and personal development." "For me the best thing about working for Barnardos is the genuine feeling of making a difference to children's lives, supported by an organisation that truly believes in this philosophy."

"Working to make a sustained difference for the children and families we work with at the same time as advocating for a better Ireland for children who face adversity." "Barnardos is a well respected voice for children particularly vulnerable children. Barnardos' opinion and input is often sought before making vital decisions that will affect children." "The high value placed on teamwork; the open and honest communication and the ongoing learning and development." "Our profile is very positive and we are seen to be a strong voice for children in Ireland - that makes me proud to work with Barnardos." "That the children and families always come first in all decisions, right across the board." "The people in our community believe that we will support them and can see the outcomes we achieve together." "The organisation listens to and values the opinions of the families it works with."

"Barnardos volunteers have provided countless happy memories which will last well in to the future."

Our Board

"We would like to pay tribute to their leadership and integrity.

Barnardos volunteers continue to support and assist the organisation in the delivery of services and supports to children and families.

Our volunteers contributed a staggering 20,000 volunteer hours to Barnardos in 2008. Each hour represents extra time spent with a child or extra resources and support provided to services. Each hour also represents a commitment from people across the country to supporting vulnerable children in achieving their potential and having a happy and positive childhood.

This commitment was celebrated at our annual Volunteer Awards event in December. The event included the Helping Hands award, sponsored by Softech, which recognises the contribution of young people under the age of 25 to volunteering in a range of organisations and communities in Ireland and abroad.

214 registered volunteers support many direct services including parent and toddler groups, toy libraries, after school clubs and homework groups, while others provided assistance to our shops network, fundraising department and central services.

A large number of volunteers assisted with the Wizards of Words reading programme, providing vital one to one literacy and mentoring support to children in primary schools in a fun and friendly environment.

Volunteers have contributed to new learning experiences, play and adventure and in so many cases have grown into role models for children around the country. They have provided countless happy memories which will last well in to the future. We wish to thank all of you for the commitment and dedication you have shown in 2008.

Our volunteers support every facet of Barnardos, including our board. Every member of our board freely donates their time, their skills and their experience. We are truly grateful to have the support of a group of visionaries who are deeply committed to Barnardos' ethos of excellence and our objective of making Ireland the best place in the world to be a child.

We would like to pay tribute to their leadership and integrity.

Barnardos Board 2008

Harry Slowev Niamh Cleary Michael Mortell Sheila Greene **Deirdre Kielv Deirdre Mortell** Michael Murray Owen O'Brien

Chair Vice Chair Honorary Treasurer

Fintan O'Toole Shalini Sinha

Resigned, February 2008 Resigned, July 2008

"We continue to be amazed by the dedication, commitment and generosity of those who support us.

On behalf of all the children and families we work with, we would like to thank all those who have supported us in so many different ways. The following represent just some of the individuals and organisations who have gone that extra mile for vulnerable children and their families.

Seachtain na Gaeilge Caroline and Paul O'Reilly Bruce and Margaret Watchorn Mary O'Sullivan Keane Meteor Ella Murphy and her uncle Eamonn Helen Summons-Walsh Linda Delaney Danone Edel Matthews Fionnuala and Philip Callery Marian Selvaratnam Select Hotels Tony Connon Margaret Kearns Rabobank Group Teresa Tuite Ecclesiastical Insurance plc Anne O'Brien Sweets for Life Aisling Rafferty Ely Wine Bar Cheryl Doyle Tipperary Crystal Allison Hurley Accenture Mary Hosie John Johnston George Mordaunt Esther Brennan Elizabeth Berry Softech Michelle Hourican Kathy Maher.

One of the biggest challenges we have in Barnardos is explaining the work we do, mainly because we do so much in so many areas. Our work is broad ranging, intensive and focused on long term solutions. It is all about changing children's lives - for the better and for the long term. It is about supporting parents and children to overcome adversity and challenges and to make the experience of childhood a positive and nurturing one. It is about making lasting changes in the way society, government and communities support and nourish our young people.

Many of us will recall our childhoods with fondness - simple memories like lazy days on the beach, in the back garden or in the local park. Rushing out to the sound of the ice cream van for a cool, creamy '99. Time spent with family, laughing and teasing.

For the children and families we work with those memories are not so idyllic. The intergenerational impact of poverty means that parents are often ill-equipped to deal with the daily challenges of raising a family. As a consequence, children suffer.

We have found that the most powerful way to communicate the reasons why Barnardos exists is to take people into our projects around the country – to show them the work first hand, to let them meet the children and families and to get a real feeling for the challenges they face on a daily basis. To let those families tell their story.

In the absence of that we endeavour to tell the story ourselves.

In this year's annual review we introduce you to Edel – a voung girl whose story is, unfortunately, not at all unusual. It is in fact very like the stories of thousands of children with whom we work. For Edel, working with Barnardos has made an incredible difference. What seems like insurmountable challenges are with support, nurturing, as well as great courage by Edel, being overcome. Our aim is to start working with children like Edel as soon as we possibly can - the earlier we begin to work together the better the outcome.

We can only do that with the support of our donors. Without them we simply would not have the funds to allow us to continue to deliver the services we do.

The investment made by donors, large and small, to Barnardos is a long term one aimed at delivering achievable, measureable outcomes for the children and families we work with, through

We have been determined to tell the story of the children and families we work with, so that the public, the media and policy makers understand the reality of being a child living through poverty. Our communications team have continued to raise greater awareness of the work we do and the issues the children and families we work with face on a daily basis. Our spokespersons have highlighted these issues, outlined the challenges and explained clearly the impact of our work. Our fundraising team have worked hard to translate that understanding and empathy into real financial support asking people to give what they can to support Barnardos' work on the ground.

Through our shops we have continued not only to provide high quality goods at great prices but also to raise vital funds.

And whilst we do all this we also continue to be amazed by the dedication, commitment and generosity of those who support us. Without them we could not carry on trying to change the lives of the children and families we work with. Children like Edel.

Once again thank you so much! We are very aware that there are more stresses and strains on everyone in this new Ireland but we will need the support of our donors more than ever in 2009. The families and children we work with were overlooked at the height of the economic boom and they are now the first to suffer in the downturn. There are still thousands of children out there like Edel who need us. Not in ten year's time when things are better for many people, but now, when the challenges they face, the poverty they live with and their struggle to have a happy and positive childhood is real and immediate.

Ruth Guv

quality services delivered in over 43 centres across the country.

In 2008 that investment resulted in an income of €5.1 million being donated to support our work. This money was given by people right across the country and beyond. Support came as one-off donations in response to an appeal, the commitment of regular monthly donations, the organisation of an event or the support of another through sponsorship as well as the commitment of corporations to support our work through funds, time and gifts in kind. All different ways, all different amounts, but all a response by individuals to a real need they see in Ireland today.

Director of Fundraising and Marketing

"Barnardos shops provide volunteer opportunities, employment and a service to customers with an eye for a quality bargain."

In 2008 Barnardos Bridal went national with the opening of a second Bridal Boutique beside our newly relocated shop in Carlow. The new Bridal Boutique stocks brand new and designer gowns and accessories at a fraction of their original price. We have repeated the successful model of our Dun Laoghaire store with brides from outside Dublin now able to access great bargains and a friendly and professional service even closer to home.

Whilst getting a beautiful gown, brides-to-be are also contributing essential funds to support the running of Barnardos' services right across the country.

The Barnardos shops network of seven stores received considerable media coverage across print, radio and broadcast in 2008, including being featured on a number of high-fashion TV shows. This assisted us in raising their profile, donor base and sales and in reaching a wider audience of potential customers. In a year when consumers stopped spending and retail sales fell by approximately 24%, the Barnardos shops delivered on budget yet again.

The shops continue to provide an essential service to

customers with an eye for a quality bargain, as well as providing volunteer opportunities and employment in the communities they operate in. We continued to run a highly successful Community Employment Scheme with 35 participants in 2008. We also maintained our commitment to developing and training all of our staff and volunteers.

The shops also play an important role in the wider community through the support of Barnardos services and by acting as the public face of the organisation. They carry and promote Barnardos messages and campaigns to people from every walk of life across Ireland.

The continued success of the shops is dependant both on the generosity of the public who donate goods and shop with us, and those in the retail sector who support our Brand New initiative through the donation of new goods and clothes, despite the economic challenges they faced in 2008.

The smooth and profitable running of the shops is made possible by our committed and highly professional shops team of staff and volunteers led by Shops Development Manager, Colette Miller.

Barnardos Bridal Boutiques

We will continue to grow our investment in securing better childhoods for children whose well-being is under threat.

Barnardos is financed by a mix of statutory and voluntary funding. In 2008 we raised a total income of €24.4m, an increase of 13% on the previous year. The income was generated through various channels. 62.7% was government funding, primarily allocated through the Health Service Executive; and the remainder was raised through our fundraising activity.

In 2008 fundraising income generated was €4.8m (actual cash income was €5.1m). This enabled Barnardos to expand our reach and invest in critical services for which there is currently no available statutory funding.

Our investment in supporting children and families was made possible both through the statutory funding we received through the HSE, government departments and agencies, and the significant support of our voluntary funders. We would like to pay tribute to the generosity of all our donors – who ranged from businesses engaged with social responsibility to individuals who brought their communities together to host an event for Barnardos.

We would also like to acknowledge the support of our philanthropic partners, The Atlantic Philanthropies and The One Foundation, as well as those who gave their time and expertise on a pro bono basis.

We continue to strive to make Ireland the best place in the world to be a child. Therefore, we will continue to grow our investment in securing better childhoods for children whose well-being is under threat.

Financial Highlights

We are committed to best practice, and that is reflected in our ethos and all our activity across Barnardos. Our financial statements are prepared under the historical cost convention in accordance with best practice as recommended by the Companies Acts and, voluntarily in the absence of statutory reporting standards for charities in Ireland, in accordance with best practice (Statement of Recommended Practice revised 2005), as recommended by the Charity Commission for England and Wales.

Dianne O'Kelly Director of Finance



2008: €24.4m (2007: €21.6m)

- Statutory 62.7% Voluntary – 37.3% broken down as follows:
 - Donations 21.4%
 - Shops 5.6%
 - Trusts, Foundations and Legacies – 9%
 - Other 1.3%





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2008: €24m (2007: €21.5m)

Service delivery – 90% Generating funds – 9% Governance – 1%

Investing in Children: Financial Review (continued)

Investment growth chart

Since the launch of our Strategic Plan 2005 – 2009, we continue to grow our investment in children and families.



Treasurer's Report

Michael Mortell Honorary Treasurer

The following summary accounts have been extracted from the statutory financial statements of Barnardos Republic of Ireland Limited for the year ended 31 December 2008. The statutory financial statements, on which the auditors, KPMG, expressed an unqualified opinion, have been filed with the Register of Companies following the Annual General Meeting.

The detailed auditor's report and accounts are available to download from **www.barnardos.ie** or can be obtained from our national office.

Summary Accounts

For the Year Ended 31 December 2008

Statement of Financial Activities and Income and Expenditure

For the Year Ended 31 December 2008

Incoming Resources

Incoming resources from generated funds

- Voluntary income
- Income from trading activities

Income resources for charitable activities

Investment income

Other income

Total Incoming Resources

Resources Expended

Cost of generating funds

cost of generating voluntary income cost of trading income

Charitable activities

Governance costs

Total Resources Expended

Net income resources before transfers

Transfers between funds

Net Incoming Resources Before Other Recognised Gains and Losses

2008 Total Funds €'000	2007 Total Funds €'000
7,415 1,356	6,447 1,396
15,286	13,480
329	266
0	0
24,386	21,589

2,112 1,381	2,279 1,277
20,331	17,765
242	132
24,066	21,453
320	136
0	0
320	136

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Summary Accounts

For the Year Ended 31 December 2008

Statement of Total Recognised Gains and Losses

For the Year Ended 31 December 2008

	2008 €'000	2007 €'000
Net Incoming Resources for the Year	320	136
Actuarial gain on defined benefit pension scheme	(3,197)	(403)
Total Recognised Gains and Losses for the Year	(2,877)	(267)

Reconciliation of Movement in Reserves

For the Year Ended 31 December 2008

	2008 €'000	2007 €'000
Net Incoming Resources for the Year	320	136
Actuarial (loss)/gain on defined benefit pension scheme	(3,197)	(403)
Total recognised (losses)/gains for the year	(2,877)	(267)
Reserves at the beginning of the year	7,279	7,546
Reserves at the End of the Year	4,402	7,279

Summary Accounts

For the Year Ended 31 December 2008

Balance Sheet

As at 31 December 2008

Assets Employed

Fixed Assets Tangible Assets

Current Assets Debtors Cash at Bank and short term deposits

Current Liabilities

Creditors (amount falling due within one year)

Net Current Assets

Total Assets less Current Liabilities

Provision for liabilities and charges Net Assets before pension liability

Defined Benefit Pension Scheme Liability

Net Assets

Represented by General fund Restricted income fund

Total Funds

2008 €'000	2007 €'000
2,124	2,150
1,691 8,032 9,723	1,964 7,603 9,567
(3,879)	(4,039)
5,844	5,528
7,968	7,678
(60)	(60)
7,908	7,618
(3,506)	(339)
4,402	7,279
3,326 1,076	6,488 791
4,402	7,279

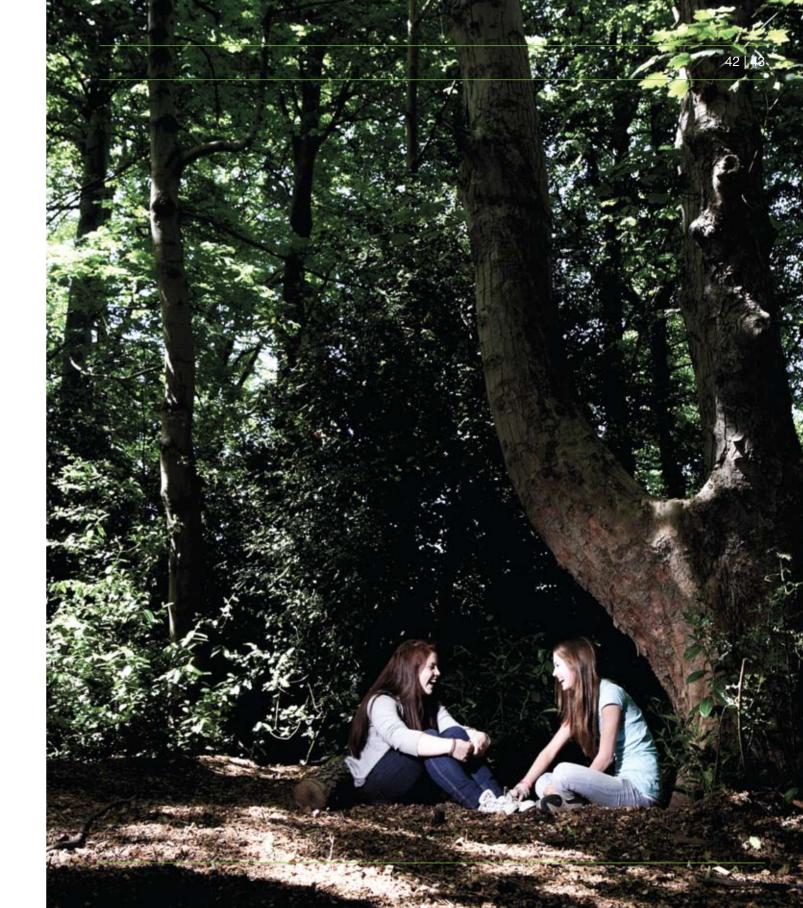
"As Patron of Barnardos, it gives me great pleasure to send warm greetings to everyone involved in the great work of the organisation in 2008. In the past twelve months you have once more earned our congratulations by all you have done for the young people in your care."

In your work you have shown us that through care, dedication and compassion, young people can be helped to overcome the sometimes overwhelming difficulties they can find themselves facing. Ireland is very lucky to have the energy and commitment of Barnardos assisting our youngsters to enrich their aspirations and to fulfil their potential.

I am honoured to be associated with the wonderful work of Barnardos. Your work is immensely valuable and I wish you every success in your future endeavours.

Mary M'alesse

Mary McAleese President of Ireland





Barnardos, Christchurch Square, Dublin 8 t 01 453 0355 callsave 1850 222 300 e info@barnardos.ie www.barnardos.ie

Barnardos supports children whose well-being is under threat, by working with them, their families and communities and by campaigning for the rights of children. Barnardos was established in Ireland in 1962 and is Ireland's leading independent children's charity.

Barnardos' vision is an Ireland where childhood is valued and all children and young people are cherished equally.

Barnardos' mission is to challenge and support families, communities, society and government to make Ireland the best place in the world to be a child, focusing specifically on children and young people whose well-being is under threat. To find out more about Barnardos visit our website www.barnardos.ie or contact our national office.

Design by Creative Inc. **Photography by** Patrick Bolger.

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