
BARNARDOS
ANNUAL REVIEW 2011

AN OPPORTUNITY
FOR CHANGE:
**PUTTING CHILDREN
AT THE CENTRE**



Barnardos



**“WE MUST BECOME THE
CHANGE WE WANT TO SEE IN
THE WORLD.”** Gandhi

CONTENT

OUR MISSION, OUR VISION	2
BARNARDOS IS ...	3
OUR BOARD	4
MESSAGE FROM PRESIDENT HIGGINS	5
CHAIRMAN'S STATEMENT	6
CHIEF EXECUTIVE'S STATEMENT	8
CHILD CONTACT CENTRE SERVICE	10
WORKING FOR CHILDREN: SERVICES REVIEW	12
SERVICES	16
ROOTS OF EMPATHY	18
STANDING FOR CHILDREN: ADVOCACY REVIEW	20
BARNARDOS KNOWS	22
OUR PEOPLE	24
OUR VOLUNTEERS	25
FUNDRAISING AND MARKETING REVIEW	26
INTERAGENCY PARTNERSHIP	28
INVESTING IN CHILDREN: FINANCIAL REVIEW	30
SUMMARY ACCOUNTS	33
BARNARDOS CENTRES	36

OUR MISSION

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.

OUR VISION

BARNARDOS' VISION IS AN IRELAND WHERE CHILDHOOD IS VALUED AND ALL CHILDREN AND YOUNG PEOPLE ARE CHERISHED EQUALLY.

BARNARDOS IS ...



6,357
Children and families

42

PROJECT CENTRES

located in the hearts of communities.

Established in Ireland in 1962.

Founded by Dubliner, Thomas Barnardo.

6

Specialist Services

7 Shops



433
Staff



285 Volunteers

who contributed an amazing 27,500 hours





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 their leadership and their integrity.

Barnardos Board 2011

Current Members

Alan Wyley Chair
Jim Mountjoy Treasurer
Tony Crooks
Sheila Greene
Deirdre Kiely
John Lonergan
Gerry Murphy
Leonie Lunny
Alan Crosbie

Harry Slowey To July 2011
Deirdre Mortell To December 2011

Dianne O'Kelly Company Secretary

**“I ALONE CANNOT CHANGE THE
WORLD, BUT I CAN CAST A STONE
ACROSS THE WATERS TO CREATE
MANY RIPPLES.”** **Mother Teresa**

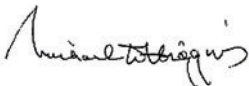
MESSAGE FROM PRESIDENT HIGGINS

EACHTAIREACHT ÓN UACHTARÁN MICHEÁL D. Ó HUIGÍN

I am delighted, as patron of Barnardos to congratulate you on your valuable work during 2011. There can be no doubt that your continued work to keep children at the centre of national debate has brought the beginnings of much positive change for many disadvantaged children in Ireland.

Because of Barnardos' valuable work thousands of children and families around Ireland, whose lives are filled with challenges and difficulties, are enabled to see a light at the end of the tunnel. The early intervention of Barnardos gives many children in this country the chance to see beyond a landscape of sadness and hardship to a brighter future.

I thank each of you for all you do to create a positive change in the lives of our most vulnerable young citizens and I wish you continued success with your vital work for the year to come.



Micheál D. Ó hUiginn
Uachtarán na hÉireann
President of Ireland



CHAIRMAN'S STATEMENT

In Barnardos we dare to hope.

We know these are challenging times, for us as an economy, as a country, as a society and at times it can seem that these challenges are overwhelming.

We are more aware of these challenges than most, as many of the children and families we work with are struggling with these challenges every day.

The challenge to survive, the challenge to build a life away from the clutches of addiction, violence, poverty and abuse.

The challenge to get access to the right services and supports to help them overcome all that life has thrown at them and build a different, brighter, better future.

But despite these challenges, every day in 42 centres around Ireland the 6,350 children and their families that we work with give us hope.

The hope for the future and the endless possibilities that every individual child represents.

As we strive to repair our damaged economy we cannot forget these children and families, we must redouble our efforts to help them, help ourselves, build a brighter future for us all.

Investing in our young is a key part of our recovery and success. Giving them the best possible start in life is critical and addressing the social inequalities that prevent so many children from having a full and enjoyable childhood must remain a priority.

**“IF YOU GO OUT AND MAKE SOME
GOOD THINGS HAPPEN, YOU WILL
FILL THE WORLD WITH HOPE,
YOU WILL FILL YOURSELF WITH
HOPE.”** Barack Obama

We must protect the children of today and provide them with the supports and resources they require to develop to their full potential. We have been heartened to see the move by government to restructure the HSE and to establish a new agency with sole responsibility for children and family services which will become operational in 2013.

It gives us hope.

I would like to thank and commend all who work in or with Barnardos – the 433 staff, 285 volunteers, nine Board Members – for their unfailing dedication and commitment to Barnardos. They have given their all in 2011 to ensure that Barnardos continues to be able to serve the children and families who need it most.

To all our supporters we thank you for your continued support of Barnardos work. We couldn't do it without you and we really appreciate all you give to us.

On behalf of Barnardos I would also like to thank Harry Slowey who retired as Board Chair in July 2011. He gave years of service to Barnardos and guided it expertly through a period of change and growth and all the challenges that they represented. I would also like to thank Deirdre Mortell, who also retired from the Board in 2011, for her wonderful work and support over many years.

We will continue to work as hard as we can for the children and families who need us most and despite the challenges do this with hope for a different, brighter and better future for us all.

Alan Wyley

Chairman



CHIEF EXECUTIVE'S STATEMENT

It's sometimes said that buried deep in the middle of every crisis there's an opportunity. In the midst of our economic uncertainty, surrounded as we are by problems, something good is starting to happen. The rights and needs of children are starting to appear on the political agenda.

It can't happen soon enough. When we were rich we largely ignored the problem of child poverty. We had a fantastic opportunity then to break that cycle, to inject hope into the life of every child. A proper national system of pre-school education, a programme of early intervention when family problems become obvious, a role for the wider community in delivering imaginative and creative services – these are all things that would pay rich dividends. We could afford it better then than we can now.

But it's still not beyond our reach. And now at least we are beginning to get the structures right. The programme for Government committed itself to a number of fundamental changes, and we're beginning to see them happen. A Cabinet-level Minister for Children. Legislation to put proper child protection guidelines on a statutory basis. Proper vetting of all adults working with children.

And two more fundamental changes. A new agency is to be established, with proper lines of accountability and decision-making, to take over all the functions of the HSE in regard to the safety of vulnerable children. And we will have a referendum, in which the people of Ireland will be given the chance to give children a voice, to make their welfare a paramount concern, and to ensure they are better protected from harm.

These changes will be far-reaching over time. If they all happen, Ireland will be a much **safer** place to be a child.

That's half the job done – a good half. If Ireland is to be the **best** country in the world to be a child, we need to do more than to keep our children safe. We have to help them to grow, to reach their full potential, to be happy, to be able to make better choices, and deal with the adversities that life throws up.

The best structures in the world won't do all that. Most of our children will find all they need within their families. Some children won't.

That's why we need to invest in early intervention, in really good systems that support families and that help children to get the best possible start in life. We need to ensure that no child goes hungry, that no child is deprived of educational chances, that no child will go without basic health care, that no child will have to live and sleep in cold and damp. It's what we want for our own children, and it's what we demand for all children.

It can be done, but it demands some additional resources. And we cannot hide from the fact that children's lives are being squeezed by some of the cutbacks that have already happened. They have affected children in school, they have affected their health and well-being, they have even left children hungry. In Ireland, in the 21st century.

That's why we need to change more than structures and laws, important as they are. We need to change priorities. We can, if we decide to do it, ensure that no child lives in fear, and no child goes hungry. The decision is ours to make.

Fergus Finlay
Chief Executive

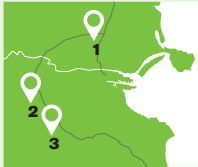
**“IN A CHRONICALLY LEAKING BOAT,
ENERGY DEVOTED TO CHANGING
VESSELS IS MORE PRODUCTIVE
THAN ENERGY DEVOTED TO
PATCHING LEAKS.”** Warren Buffett

CHILD CONTACT CENTRE SERVICE

PUTTING CHILDREN AT THE CENTRE

The first of its kind in Ireland, the **Child Contact Centre service** provided by Barnardos and One Family working in partnership, is operating on a two year pilot basis in three locations in Dublin:

- 1 Ballymun
- 2 Clondalkin
- 3 Tallaght



A Child Contact Centre is a **safe, friendly and neutral place** where **children** can **spend time** with the **parent(s)** they do not live with.

The aim of the service is to enable children, where possible, to grow up enjoying a positive relationship with both of their parents, even when they don't live together.



The service provides **3 types of contact:**

- supervised
- supported
- hand-over contact



The Child Contact Centre service **opened in October 2011** with professional staff and a team of **26 trained volunteers.**



In 2011, **30 opportunities for children** to have **contact** with their **parent(s)** were offered with

8%
take up.

Given Ireland's current population and levels of family breakdown, it is estimated that



37
such centres could be required.

“Unfortunately many children have to walk an emotional tightrope while the most significant adults in their lives are deeply entrenched in conflict. By supporting families to manage contact, we are relieving children of a heavy burden, one they often carry on their own. Our focus is the best interests of the children and we look to align the parents as partners working on behalf of their child’s needs.” Robert Dunne Project Manager

“It is crucial that the child is at the centre of the service. Therefore it is essential that their voices are heard in the planning and review processes and that time is invested in finding out their needs, feelings and experiences. Otherwise they can feel afraid and disempowered. Their views are integral to the regular review process.” Francis Chance Assistant Director Children’s Services for Dublin West

JOE’S STORY

Joe’s Mum and Dad separated when he was three. At first Joe used to see his Dad regularly and used to stay with him over night. Then things changed so that Joe stopped seeing his Dad.

When Joe’s Mum got in touch with Barnardos, his Dad was suspicious but with reassurance, he started to prepare to re-establish his relationship with Joe. He asked for help in how he would explain to Joe why he had not been in contact with him for the last eighteen months.

Barnardos workers met with Joe. They talked about how he felt about meeting his Dad again and what he

would like to do in their time together. He also visited the centre where he would meet his Dad.

Seven weeks later, everyone agreed that they were ready. Joe’s reunion with his Dad was awkward at first but they soon found things to talk and laugh about.

They have now had four contact sessions together and both parents attend family supports. While things are quite fragile still, everyone in the family is making big efforts to re-establish this relationship in a way that it is stable and consistent and manageable and most importantly

secure and enjoyable for Joe.

Joe told his Barnardos worker:
“I like spending time in the centre because it’s just me and my dad.”



WORKING FOR CHILDREN SERVICES REVIEW

Direct Services to Children and Families

Barnardos works with children growing up in disadvantaged communities who experience daily challenges in their lives which affect their ability to grow and develop. Our aim is to provide these children and their parents with the services they need to ensure that children develop to their full potential. Barnardos remains committed to prevention and early intervention services and ensuring that significantly more children have access to such services within their communities as part of a holistic response to their needs.

In this context we provide a range of services which aim to deliver outcomes as per the National Outcomes for Children, which are that children are:

- Healthy, both physically and mentally
- Safe from accidental and intentional harm / secure in the immediate and wider physical environment
- Supported in active learning
- Part of positive networks of family, friends, neighbours and the community/ included and participating in society
- Economically secure

Barnardos operates eight Early Years projects, 20 Family Support projects, five Teen Parents programmes, and four Family Welfare Conferences. We also have some specialist programmes such as Bereavement Counselling for Children, Post Adoption Services,

Roots of Empathy and Wizards of Words.

Some of the highlights of 2011 include the following:

– During 2011 significant progress was made on the design of **Partnership with Parents** (PWP), our intensive parent support programme for parents with complex needs who have children aged 0 to 18 years. During 2011 we trialled aspects of the programme in eight locations and obtained important feedback from staff and parents which influenced and developed the programme further. The full programme will be piloted in early 2012. Dr. Crispin Day, Guys Hospital, London continues to provide expert advice on the design and development of the service.

– **Amplifying Voices** (AV) is Barnardos' new initiative aimed at strengthening the voice of children and young people on issues affecting them. The aim of the AV project is to test, develop and demonstrate models of effective rights-based participation leading to better outcomes for children and young people. During 2011 the project framework was developed and three pilot site communities were identified (Tallaght, Finglas and Blanchardstown). Three Children's Rights and Participation Officers were recruited towards the end of the year.

– **Wizards of Words** (WOW), a literacy improvement programme for children in 1st and 2nd class, using

volunteers to deliver one to one tuition in schools, continued to be delivered in five schools in Dublin and four schools in Limerick. During the academic year 2010-2011, a total of 94 volunteers contributed over 2,000 teaching hours to over 100 participating children and schools. The evaluation of the WOW Programme by The Child and Family Research Centre in NUI Galway, which commenced in 2008, is progressing. Final results will be available in mid 2012.

– **The Friendship Group** programme, a proven model designed for children aged six to nine years who have difficulties making and maintaining friendships and relationships with their peers, is now well integrated into our standard practice and is currently being implemented in 17 Barnardos projects. In October 2011, Pennsylvania State University (PSU) provided four days training to 108 staff from across the 17 sites. We have begun working with PSU on the development of a train the trainer's programme. We have also developed a promotional DVD. It is being used to help communicate and share the details of the programme, how it works and its potential benefits for the children who attend.

– The **Tús Maith** programme, an early year's programme for children aged three to five years continues to be delivered in eight Barnardos' sites nationally. The programme combines the HighScope approach with REDi,

a programme from the United States, underpinned by Barnardos Quality Framework. REDI enhances the HighScope curriculum with additional social-emotional and emergent literacy components. The Tús Maith coach continued to provide support and training to all staff implementing the programme, but at a less intensive level as the programme became embedded into our service delivery. During 2011, work progressed on the development of two programme manuals – an implementation manual and a curriculum manual. A quasi-experimental programme evaluation is now underway and will conclude in early 2014.

– Barnardos, in conjunction with One Family, began piloting three **Contact Centre** services – located in Ballymun, Tallaght and Clondalkin. The purpose of the service is to support parents and children who do not live together to maintain contact where there is a conflictual relationship between the parents.

– Barnardos **Family Welfare Conference** partnership work with families is evidenced by the number of self referrals to the service. We presented on this important aspect of the services at an international conference on Family Group Conferencing in Utrecht, Netherlands.

– In 2011 Barnardos' **Post Adoption Service** made progress on the development of a best practice service model for internationally adopted children and families. The model, which is based on evidence based approaches, supports children who have experienced early neglect and trauma. It remains the only such service in Ireland. In Spring 2011, 100 parents and professionals attended a training event focusing on issues for the adopted child in school. In addition, five support and training meetings for

parents on attachment and talking about adoption were held throughout the year.

– The **Rialto Family Centre** transferred to the management of Barnardos with effect from 1 January 2011.

Barnardos' strategy aims to ensure that all of our services are needs-led and result in measurable outcomes for children and families. We constantly review our work and assess our effectiveness to ensure that we provide the best possible services for children.

– In 2011 we conducted an audit of practice against the Agenda for Children's Services. This audit consisted of two parts:

– a general audit (completed in June 2011), which involved the completion of a standardised self-audit tool by all services that work with children.

– and, a detailed audit, (completed in September / October 2011). Six services and one senior management group participated in a facilitated reflection of their application of the Agenda. The six services also completed a portfolio to evidence the quality of practice discussed in the facilitated discussion.

The quality of practice identified in the audit was high with Barnardos systems (e.g. Barnardos assessment framework and Barnardos active case management system) supporting the implementation and evidencing of needs led and outcomes focused practice in line with the standards outlined in the Agenda.

– During 2011 we reviewed the implementation of recommendations made following the Active Case Management Audit in 2010.

We remain committed to supporting our staff in their work.

– We reviewed our Child Protection Policy and commenced work on the development of a Parent's Participation Policy.

– We continued to provide training aimed at enhancing the practice of staff and managers, e.g. Supervision, Child Protection, Assessment, Positive Behaviour Management, Shared Language Training, Case Management, Engaging Families and Gathering Information.

Our Best Practice Advisory Committee continued to be an important resource and support to us in the development and evaluation of our services.

Suzanne Connolly

Director of Children's Services

WORKING FOR CHILDREN SERVICES REVIEW (CONTINUED)

USE OF BARNARDOS SERVICES DURING 2011

During 2011 a total of 6,357 children and parents directly participated in Barnardos services around the country, over two-thirds or 4,099 were children.

Table 1: Total direct work with children and their parents, 2011

Type of service	Children	Parents/Carers	Total
Targeted Family Support and Universal Services	3,338	2,051	5,389
Guardian Ad Litem Service	545	N/A	545
Bereavement Counselling for Children Service	193	207	400
Post Adoption Service	23	N/A	23
Total	4,099	2,258	6,357

Family Support and 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, intensive family and individual support or 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 3,338 children and 2,051 parents/carers participated in targeted family support and universal services during 2011. We know from family information that another 2,178 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 family work.

The majority of children attending targeted family support and universal services are aged between 6 and 12 years, with a just over a third aged from birth to 5 years. The remaining children and young people are aged between 13 and 18 years.

There were a number of sources of referral with 45 per cent being self or parent-made during 2011, 20 per cent of those referred to family support or accessing universal services were referred by social workers or other HSE child and family services and another 15 per cent were referred by

their school. The remainder of referrals came from a variety of sources including

Figure 1: Total Direct Work with Children and their Parents: 2004-2011

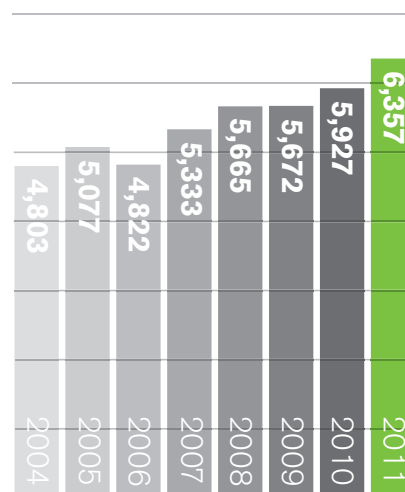
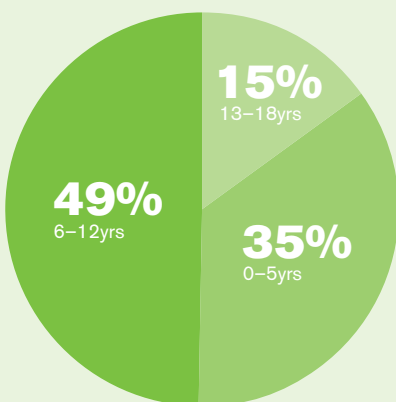
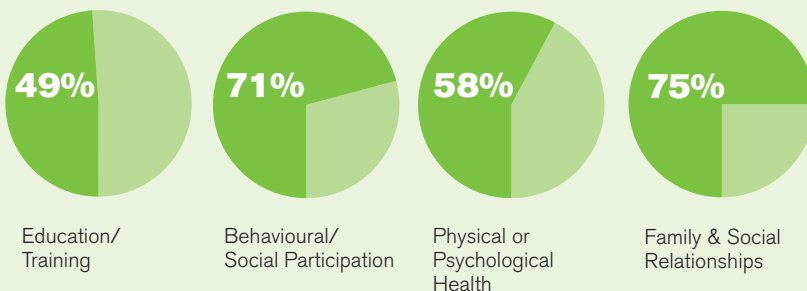


Figure 2: Age Range of Children attending Family Support or Universal Services



n = 3,338

Figure 3: Needs of Children Attending Targeted Family Support Services



n = 2,460

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:

- 75 per cent had a need in the area of family and/or social relationships, for example dealing with family conflict or poor peer relationships
- 58 per cent of children were assessed as having a physical or psychological health need e.g. poor nutrition or speech and language delay
- 71 per cent of children were assessed as having a behavioural or social participation need e.g. poor social skills or aggressive or age inappropriate behaviour

- 49 per cent of children were assessed as having an education or training need e.g. poor school attendance, poor school readiness or low academic achievement

Project/Service Enquiries

During 2011, 2,542 enquiries were received, by our community-based projects, from 2,016 parents, professionals and community members. Almost 45 per cent of these enquiries were made by professionals and a further 43 per cent were made by parents. Common reasons for getting in contact with Barnardos included: learning more about our services, learning about the availability of other community services, and getting information about parenting courses.

Just more than 70 per cent of enquiries were made by telephone while over 26 per cent of all enquiries

were received from parents, neighbours or professionals who dropped into their local project.

Information services

During 2011, our information services dealt with more than 7,372 face-to-face or telephone enquiries, our Barnardos Training and Resource Service (BTRS) provided 1,093 training places and the library had 21,508 visits.

Table 2: Enquiries During 2011

Information Services	2011
BTRS	5,279
BTRS Online visits to library	21,508
BTRS Training Places	1,093
Post Adoption Advice Service	474
Bereavement Counselling for Children Service Help-Line	389
Origins Enquiries	1,230

SERVICES

Guardian ad Litem Service

Our Guardian ad Litem service continues to give 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.

The majority of our 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. We also represent children who have been admitted to hospital under the Mental Health Act, and we provide reports in cases of children who are the subject of custody or access applications in family breakdown.

In 2011 we dealt with an unprecedented increase in new referrals to the service of 35% in the months January to September. We cannot be certain of the reasons for this but we think that there was a marked rise in children coming into care and Special Care as a result of the reviews of services following the publication of the Roscommon Enquiry and the tragic untimely death of a young person in care.

In 2011 we worked with 546 children from 306 families, compared with 437 children from 250 families in 2010. It is still not known what proportion of children whose cases are before the courts receive the services of a

Guardian ad Litem, as this data is not collected. Our aim is ultimately to ensure that every child has a strong voice and advocate in proceedings that impact upon them.

Barnardos Training and Resource Service

Our Barnardos Training and Resource Service (BTRS) continued providing support to the early years and children services sectors, focused on enhancing the quality of services to children and improving outcomes for them.

There were 1,093 participants on our training courses in 2011, with 51 courses being delivered nationwide on Child Protection. Other topics included the impact of domestic abuse, bullying and early childhood care and education. A further 232 parents took part in our parenting programmes.

The Library and Information Service responded to 5,279 queries and a further 21,508 users accessed information online. Our library services exhibited at numerous events nationwide throughout the year. We also dealt with 185 calls from family members, professionals and the general public with child protection and welfare concerns.

We continued our involvement with the pilot phase of the implementation of Síolta, the National Quality Framework for Early Childhood Education, working directly with a number of services.

Two of these services - Ballymore Community Childcare and Cairdeas in Kinnegad acquired full validation of Síolta quality, a tremendous achievement.

BTRS also strengthened our partnership with *youngballymun*, a systemic change strategy aimed at enhancing learning and well-being outcomes for children and young people in Ballymun, in supporting early years services in the Ballymun area through HighScope and Síolta.

2011 was also a busy year for Barnardos publications with five e-newsletters being sent out to a large list of subscribers, and publications for early years practitioners being produced on a range of topics including early years and family support, and transitions. Another publication on early literacy and numeracy, launched by the Minister for Education and Skills, gave rise to a very successful seminar attended by 100 people. We also expanded our series of Parenting Positively booklets and our online information service for teenagers, Teenhelp, in 2011 to include parental drug and alcohol problems and bullying.

Origins Service

During 2011, Barnardos Origins Service received 117 applications for family tracing and continued to work with all applicants who wanted to trace their families.

Barnardos Origins service has been supporting people who spent their childhood in Ireland's industrial schools to trace their family history and discover their origins since 2002. The service is funded by the Department of Education and Science.

The Ryan Report published in May 2009 recommended that family tracing services continue to be provided.

In total, as of December 2011 the Origins Service has dealt with 1,230 applications since 2002 and of these 1,139 are complete. Around 50 per cent of completed cases have resulted in a family reunion or information about a family being successfully traced. Other outcomes can include information that the traced person is deceased, a trace being unsuccessful or that the person is traced but contact was denied.

In December 2011 our Origins service ceased operation out of Cork and Galway, but we continue to operate nationally from a centralised location in Dublin.

“NOBODY CAN GO BACK AND START A NEW BEGINNING, BUT ANYONE CAN START TODAY AND MAKE A NEW ENDING.” **Maria Robinson**

ROOTS OF EMPATHY

PUTTING CHILDREN AT THE CENTRE

Roots of Empathy is an evidence based **programme** that **reduces levels of aggression among school children** while **raising their social and emotional competence** and increasing empathy.



“A lot of Barnardos work is done in a very targeted way in our Family Support Services. Roots of Empathy allows us to work with children in a more universal way, reaching more children in communities across Ireland and helping them recognise their feelings and the feelings of others, and to take control and ownership of their feelings and responses.”

Kerri Smith Assistant Director
Children’s Services for Dublin South

During 2011, Barnardos piloted *Roots of Empathy* in **5 schools** in **Finglas** and **5 schools** in **Athlone**, and also took on responsibility for delivery of the programme in **2 schools** in **Tallaght** which had previously run the programme.

It was **delivered** to over **280 students** at **three different levels** across the **primary curriculum**: senior infants, 1st class and 5th class.



The programme is run in **partnership** with local **primary schools** and is widely **supported by** a range of **agencies** and **projects** at local level, which have **sponsored** their **employees** to become **trained instructors** and **delivers 27 lessons including the family visits.**

At the heart of the *Roots of Empathy* programme are a local infant and parent who visit the classroom every three weeks over the school year.

A trained *Roots of Empathy* instructor coaches school children to observe the baby's development and to label the baby's feelings. The baby is considered to be the 'teacher'.



Barnardos is the lead agency managing the delivery of *Roots of Empathy* in Ireland.

For the rollout we will prioritise disadvantaged areas where Barnardos has existing services.



“Barnardos is committed to prevention and early intervention services and ensuring that significantly more children have access to such services within their communities. The rollout of new services like Roots of Empathy will enable us to reach a much larger number of children and parents.”

Barnardos Blueprint for Children
2012 – 2016

Roots of Empathy originated in Canada in 1996 and has reached over **450,000 children** in over **18,000 classrooms** on three continents.



**450,000
Students**

STANDING FOR CHILDREN

ADVOCACY REVIEW

2011 saw significant change in Ireland. While the economic situation continued to worsen, the General Election early in the year overhauled the political and policy landscape affecting children and families.

The progress achieved in 2011 presented a unique opportunity to increasingly put children at the centre of national policy, law and practice affecting their lives.

However, the positive developments were set against the backdrop of ongoing and deepening recession and increasing poverty in Ireland. **Children and families continued to be hit by harsh measures imposed in successive budgets.** Barnardos campaigned consistently for the protection of children to be the priority in the recession. In our advocacy work this is our ongoing aim; to ensure children in Ireland, especially those who are marginalised, are placed at the centre of all decisions that affect their lives.

Advocacy Highlights 2011

General Election 2011:

Barnardos launched the Stand for Children campaign in February 2011 to make sure children were a priority for candidates in Election 2011. As part of this we published our Children's Manifesto highlighting our key recommendations for the incoming Government to improve children's lives in Ireland. Barnardos facilitated people to lobby their local

candidates via email asking them to make a commitment to Barnardos' four priority election issues. In response to the campaign, Barnardos received support from all four main political parties who outlined their commitment to the key tasks set out in the Children's Manifesto. The campaign success was apparent in the Programme for Government published following the establishment of the new Government. A number of key Barnardos' policies were included in the Programme, including the establishment of a Minister for Children in the Cabinet for the first time in Ireland's history; the reform of the child welfare and protection system; a commitment to hold the Referendum on children's rights; a commitment to maintain social welfare rates and reverse the cut to the National Minimum Wage; plans for piloting holistic, early intervention programmes for children living in disadvantage; and the establishment of a National Literacy Strategy.

Presidential Election 2011:

During the Presidential campaign, Barnardos hosted a candidate's debate to again ensure that children were on the political agenda during that election. The debate was hugely successful in promoting a range of children's rights issues at the height of the campaign, in particular the need for a Constitutional Referendum on children's rights which all six candidates publicly supported during the debate.

Child Welfare and Protection:

Barnardos continued to advocate for the improvement of the child welfare and protection system in Ireland throughout 2011. In response to the Programme for Government commitment to "*fundamentally reform the delivery of child protection services by removing child welfare and protection from the HSE and creating a dedicated Child Welfare and Protection Agency, reforming the model of service delivery and improving accountability to the Dáil*" **Barnardos began developing a potential model for the re-organisation of child welfare and protection services**, focusing specifically on the development of **improved prevention and early intervention approaches** to service delivery and the importance of **interagency working** that centres on children and families. Barnardos worked closely with the Department of Children and Youth Affairs and all political Parties throughout the year to influence the development of the new Child and Family Support Agency.

Barnardos also promoted models of prevention and early intervention at a joint seminar held with the Association of Criminal Justice Research and Development (ACJRD) in November 2011 to highlight the need for preventative services for young people involved in the juvenile justice system and greater overlap between the child welfare and protection and justice systems.

Child Poverty:

Barnardos Knows

We launched the Barnardos Knows campaign in September 2011 to highlight the ongoing impact of the recession on children and families across Ireland. The campaign was underpinned by Barnardos' Children's Budget which set out measures to ensure the protection of children living in low income families in the national Budget through the maintenance of funding social protection, education and health services and income supports for children. For more information on the campaign see page 20.

Educational Disadvantage:

School Costs Survey 2011

Over 500 parents took part in Barnardos' annual School Costs Survey in July 2011. The survey was highly effective in progressing key asks to reduce the parental costs for children's education and to ensure that all children have access to the tools they need to get the best from their education. As a result of the campaign, Minister Ruairi Quinn met with national school book publishers to agree a code of practice for publishers to help reduce the cost of school books for parents. Barnardos is now working with the Department of Education and Skills and other NGOs to seek further solutions to the high costs associated with sending children to school.

Separated Children:

Barnardos ran the highly successful seminar, Separated Children in Foster Care – Ensuring Equity of Care in September 2011. The seminar aimed to highlight the issues affecting separated children who come to Ireland seeking asylum on their own without parents or a guardian and their particular experience and needs in foster and other care settings. Keynote speakers were Minister for Children, Frances Fitzgerald T.D., and the Ombudsman for Children, Emily Logan.

Submissions:

Barnardos made the following submissions to various statutory and political bodies over the year:

- 01.** National Literacy Strategy, January 2011
- 02.** Universal Periodic Review on Ireland's human rights performance, March 2011
- 03.** Crisis Pregnancy Programme Strategic Plan, April 2011
- 04.** Review of Alternative Care, April 2011
- 05.** Equality Authority Strategic Plan, April 2011
- 06.** National Council for Curriculum Assessment, May 2011
- 07.** White Paper on Crime, June 2011
- 08.** Comprehensive Review of Expenditure, August 2011
- 09.** Input into Amnesty International Accountability Project, August 2011

- 10.** Submission into reform of Mental Capacity Law, August 2011
- 11.** Courts Service Statement of Strategy, August 2011
- 12.** National Vetting Bureau Bill, August 2011
- 13.** Advisory Group on Tax and Social Welfare, September 2011
- 14.** Your Health is Your Wealth – public health policy framework questionnaire, September 2011
- 15.** Review of Mental Health Act 2001, September 2011
- 16.** Criminal Justice (Withholding Information on Crimes against Children and Vulnerable Persons) Bill 2011, September 2011
- 17.** Submission by National Heart Alliance and endorsed by Barnardos into Children's Commercial Communications Code, September 2011
- 18.** Ireland's third periodic report to the United Nations Committee on Economic, Social and Cultural Rights, October 2011

Norah Gibbons

Director of Advocacy and Central Services

BARNARDOS KNOWS

PUTTING CHILDREN AT THE CENTRE

Barnardos Knows asked mums, dads and everyone concerned about child poverty to sign a petition calling for the protection of children in Budget 2012.

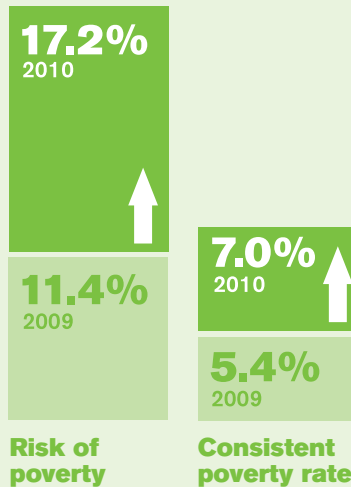
Barnardos
KNOWS

Statistics prove that families with children are bearing the brunt of recession.



Many families with children are now going without essentials such as **electricity, clothing and food**. (CSO Quarterly National Household Survey, 2011)

Households with 2 parents and 1 to 3 children saw their **risk of poverty and the consistent poverty rate rise in 2010** (CSO EU SILC 2010).



8.2% of children aged 0 to 17 (90,000 children) continued to live in consistent poverty in 2010.

Income inequality increased significantly between 2009 and 2010 as the average income of those in the highest income bracket was **5.5 times** that of those in the lowest income bracket (CSO EU SILC 2010).



Households headed by an **unemployed person** experienced a **rise in their risk of poverty from**

24.8%
2009

to

26.1%
2010

and a **significant jump** in their **consistent poverty rate from**

11.5%
2009

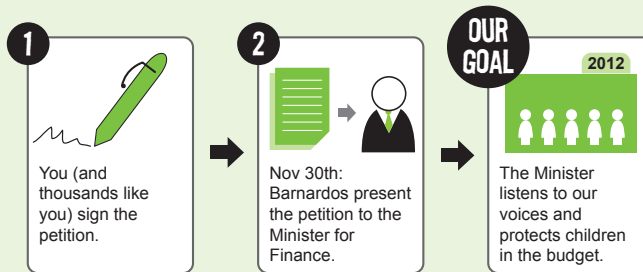
to

15.2%
2010

(CSO EU SILC 2010).

The campaign asked the Government to ensure that measures introduced would not worsen their burden. 11,000 people joined us in this call.

We gathered **11,000** signatures on the petition.



As a result the Child Benefit payment for the 1st and 2nd child in a family was maintained, as were basic social welfare rates. In the tough economic climate this was a significant achievement, although more remains to be done to ensure the ongoing protection of children from the worst effects of the recession.

“Parents can give love freely but other things cost money. Children need to eat, be kept warm, have clothes and shoes and experience life as a child. They need to have a ‘happy’ childhood, not one marred by poverty and lack of social inclusion. Children can’t go out to work and earn money... they are dependent on their families and this Government to ensure they are protected.” Parent

OUR PEOPLE

During 2011 our staff numbers grew to 433 people working together to deliver services to and advocate on behalf of children and families suffering the effects of disadvantage. The continuing economic uncertainty, with its negative impact on the children and families we work with as well as on the finances of Barnardos, has created an increasingly pressurised backdrop against which our dedicated staff have continued to perform at high levels across the organisation.

Our second Employment Engagement Survey run in late 2011 had an excellent participation rate of 68% and reported significant strengths in Service Focus; commitment to our Vision, Mission and Strategy; and the My Job category which measured factors immediately impacting staff such as terms and conditions, training, clear performance objectives and

feedback. Particularly high scores were reported in relation to employee commitment to the work that Barnardos does however increasing stress levels and concerns about decreasing resources to do the job were also reported.

We continued to support our people to maintain a high level of professional service delivery through training, supports and supervision. Investment in training resulted in the provision of 113 courses (88 in 2010) with an average of 2.5 training days per person across the whole organisation. Core training included induction, child protection, supervision, service specific training, HR policy and Health and Safety workshops including first aid and manual handling among a range offered throughout the year.

Our HR and management teams played key roles in supporting best

practice standards and in ensuring a healthy and safe environment to the best of our abilities recognising some of the disadvantaged communities we work in. The dedication, professionalism and flexibility of support teams in HR, Training and IT have been important contributors to enabling our front line people to continue to focus on the needs of children and place them at the centre of what we do.

Jackie Conway

Director of Internal Services

“NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED, CITIZENS CAN CHANGE THE WORLD. INDEED, IT IS THE ONLY THING THAT EVER HAS.” **Margaret Mead**

OUR VOLUNTEERS

In 2011, volunteering continued to expand across the organisation. Barnardos received over a thousand volunteering enquiries and our volunteer support network reached 285 people by the end of the year. A further 200 people signed up as occasional volunteers assisting with events and fundraising activities throughout the year.

Over a five year period interest in volunteering with Barnardos has risen steadily demonstrating the public's belief and determination to keep children at the centre of all we do.

Our volunteers contributed 27,500 hours to the lives of children in 2011. Our helpline volunteers continued to provide a most important listening ear when people needed support at a difficult time in their lives. The WoW (Wizards of Words) reading volunteers continued to encourage a love of reading, a sense of fun and increased confidence in children needing that extra support. Our children's service volunteers around the country supported staff in the delivery of afterschool groups, pre-school programmes, parent and toddler groups, playground access and summer activity programmes providing hours of happiness, learning and structure.

Volunteers gave their time in our shops and warehouse ensuring vital funds were raised throughout the year. Our support service volunteers worked tirelessly and with enthusiasm in reception, administration and fundraising ensuring targets were reached and calls were answered.

Volunteers also contributed hugely to new services in 2011. The Teen Parent Support Programme in Finglas introduced a new group of volunteers to a variety of roles in which they encouraged and supported young parents and their children.

The Child Contact Centres opened during 2011, with volunteers providing a safe, friendly and neutral place for children to spend time with their non resident parent in a child centred environment.

We are as always grateful to Softech for their continued sponsorship of our annual volunteer ceremony, providing us with the opportunity to recognise and celebrate the work of volunteers throughout the organisation. In 2011, Pobail kindly provided funding to the Volunteer Service over a three year period to assist with volunteer development and practice, ensuring Barnardos will continue to harness the volunteering energy across the country.

Without our volunteers, Barnardos could not provide all of the services and supports necessary to achieve change in children's lives. We wish to thank our volunteers for their strength and belief in children.

FUNDRAISING AND MARKETING REVIEW

Fundraising

As 2011 progressed it became clear that any chance of an upturn in the economy was becoming increasingly unlikely. Unemployment rose, statutory expenditure fell and those lucky enough to have a job were seeing their pay frozen or cut.

In our projects the demand for our services was increasing and the issues children and families were presenting with were becoming increasingly difficult and challenging.

And whilst the work done by Barnardos was becoming better understood and appreciated by the general public, the Fundraising environment was becoming even more challenging.

In this very tough economic environment our whole sector saw a decline in voluntary and statutory income from early on while the competition for funds in the market place was acute.

Our strategy for the past few years of investing in the growth of our database of individual donors stood Barnardos in good stead during 2011 with donors responding to our appeals for vital extra support during the year. We continued to invest in building our database of individuals in order to protect our income for coming years and successfully recruited more than 6,500 new donors who committed to give a regular donation to support Barnardos work.

Fundraising activities for the year generated €5.2m (2010: €4.8m): Unrestricted Trusts, Legacies & Donations income generated €0.1m (2010: €0.4m); and Restricted Trusts & Donations income was €1.4m (2010: €2.1m); resulting in a total fundraising income of €6.7m (2010: €7.3m) for the year.

Barnardos Fundraising events and campaigns grew significantly in terms of the number of people taking part - however the average amount raised continued to fall in 2011 thus impacting income. The growth in community fundraising that we saw beginning in 2009/2010 continued into 2011, which can be directly attributed to our increased supporter database, profile and awareness.

A number of new events and partnerships were launched in 2011 most notably 2fm Dress Up for Barnardos. This saw us partnering with the national radio station for a month long campaign in October and raising over €100,000. The campaign will continue in 2012 and onwards.

Corporate support for the sector tightened considerably during 2011 due to the ongoing economic downturn, however Barnardos' corporate income grew; the result of many strong partnerships that have been fostered over the years.

Awareness level and understanding of Barnardos increased significantly in 2011 driven by our fundraising, communications and advocacy work. The ICEM (Irish Charity Engagement Monitor) survey November 2011 showed Barnardos ranked as the fourth best known charity in Ireland in the Spontaneous Awareness section, making it the second best known Irish (domestic) charity. An amazing result considering that Barnardos spontaneous awareness level was less than 2% in 2005.

Shops

Barnardos' network of seven shops performed exceptionally well and overachieved against target, delivering sales of €1.12 million (2010: €1.05million). In addition to increased sales, costs were managed very tightly and as a result, net contribution exceeded target by a factor of three. This was an incredible result in a year that saw the retail sector as a whole continuing to struggle.

One of the main challenges was the continued move by the mainstream retailers to heavily discount merchandise and deliver almost year round sales. This has increased the competition on the high street and made new goods more accessible to all, at a lower cost. We have also seen a fall off in 'Brand New' donations as retailers and manufacturers hold on to stock in an attempt to drive more income.

Communications

Numerous events and campaigns across the organisation kept Barnardos in the media throughout 2011. Barnardos continued to be the first organisation that many media called when looking for a comment and our vocal and credible spokespeople ensured that Barnardos' voice continued to grow. Both Fergus Finlay (Chief Executive) and Norah Gibbons (Director of Advocacy and Central Services) regularly commented on difficult issues relating to children during the year.

The 'Change a Child's Life' fundraising campaign which used Barnardos' own staff to tell the story of the work they do, continued in 2011 with two new versions of the TV ad aired. The campaign added great momentum to the ongoing work across the organisation to grow Barnardos' profile and awareness through advocacy, fundraising and communications. A slight drop in volume of print

coverage was experienced in 2011 when compared to the outstanding performance in 2010. This can be partly attributed to a reduction in the number of circulated titles available in the Irish market and in particular the loss of some Sunday titles. It also reflects the growth in Barnardos use of online platforms for campaigning. The Advocacy campaign Barnardos Knows which ran in October was run mostly online and secured a remarkable 11,000 signatures on the petition to Government to protect children in the Budget.

Overall 2011 was another phenomenal year for Barnardos where we reached the highest levels of brand awareness and understanding ever.

Ruth Guy

Director of Fundraising and Marketing

“CHANGE WILL NOT COME IF WE WAIT FOR SOME OTHER PERSON, OR IF WE WAIT FOR SOME OTHER TIME. WE ARE THE ONES WE’VE BEEN WAITING FOR. WE ARE THE CHANGE THAT WE SEEK.” Barack Obama

INTERAGENCY PARTNERSHIP

PUTTING CHILDREN AT THE CENTRE

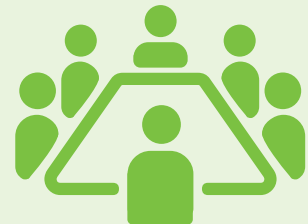
“At the moment there is a once in a generation opportunity to fundamentally change the way child welfare and protection services are framed and delivered to children and families in Ireland.

The challenge for all of us developing and delivering services to children and families is work together more effectively. We must move beyond traditional silos that cause division and lack of joined up thinking at both the national and local level to create meaningful interagency working that can better meet the needs of children and families.” Barnardos Blueprint for Children Strategy 2012 – 2016

During 2011, **Barnardos and HSE** continued to develop a **new partnership** approach in **Limerick and Waterford** with the **aim of delivering better outcomes for children.**



This partnership demanded both **Barnardos** and the **HSE** to open up their internal ways of working for external scrutiny and to be willing and open to change. **Strong, open and supportive leadership** was very **important** to the **process.**



Joint child and family assessments were more **child-focused, open and efficient.**

“The partnership combined the independence of the voluntary organisation with the statutory remit of the social work department in a way which benefited children. The voluntary agency was prepared to be seen as part of the landscape of child protection in the eyes of the child and family; and the statutory agency saw the voluntary agency as having a role in safeguarding children – saw them as a resource rather than a drain on HSE resources.”

Stephanie Whyte Assistant Director
Children’s Services for the South



Closer **cross working** between **Barnardos** and the **HSE** enabled more effective intervention in many high risk and complex cases.

“On a day-to-day basis this meant that direct workers from both agencies had professional competence and joint understanding – they had a good skill base with a shared understanding of needs, thresholds. This led to more accurate assessments which were more responsive to children’s needs and better outcomes for the children.”

Catherine Joyce Assistant Director
Children’s Services for the South East

This **partnership approach** is contributing to **decision making** at a national level regarding the **future of how child welfare and child protection services will be delivered** when the new Child and Family Support agency comes into effect in

2013.

INVESTING IN CHILDREN FINANCIAL REVIEW

Barnardos is financed by a mix of statutory and voluntary funding. In 2011 we raised a total income of €24m, the same as 2010. The income was generated through various channels. 66 per cent was government funding, primarily allocated through the Health Service Executive; and the remainder was raised through our fundraising activity.

In 2011 fundraising income generated was €5.2m (actual cash income was €5.4m), a growth of seven per cent on the previous year. An investment in fundraising from 2011-2016 is a key part of our strategy to deliver long term sustainable income for Barnardos.

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

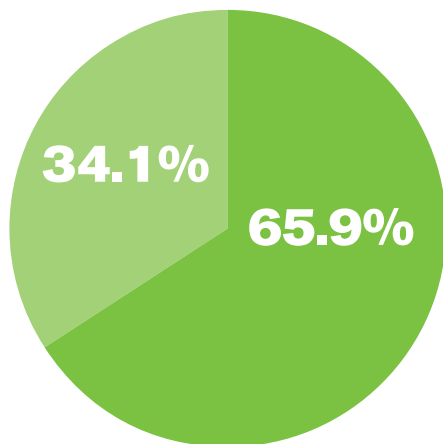
We are committed to best practice, and that is reflected in our ethos and all our activity across Barnardos. Our financial statements are prepared under the historical cost convention in accordance with best practice as recommended by the Companies Acts and, voluntarily in the absence of statutory reporting 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

“INVESTING IN CHILDREN IS NOT A NATIONAL LUXURY OR A NATIONAL CHOICE. IT’S A NATIONAL NECESSITY.” **Marian Wright Edelman**

INCOME

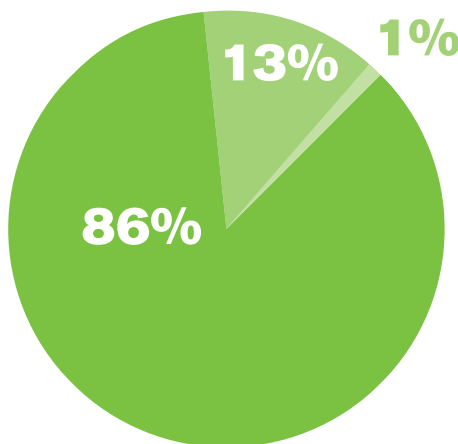
2011: €24.0M (2010: €24.0M)



- Statutory 65.9%
- Voluntary 34.1%
Broken down as follows:
 - Donations 22.9%
 - Shops 4.7%
 - Trusts, Foundations and Legacies 5.5%
 - Other 1.0%

EXPENDITURE

2011: €25.5M (2010: €23.9M)



- Service delivery 86%
- Generating funds 13%
- Governance 1%

86 cent

of every euro raised was spent directly on our work with children and families.

13 cent

was invested in generating funds.

1 cent

was spent on governance.

In 2011 we committed an additional investment in Fundraising to build our database of individual donors in order to protect our income in the coming years. As a result our investment in Fundraising increased in the year from the previous five years where it was less than 10c of every euro spent.

INVESTING IN CHILDREN FINANCIAL REVIEW (CONTINUED)

Treasurer's Report

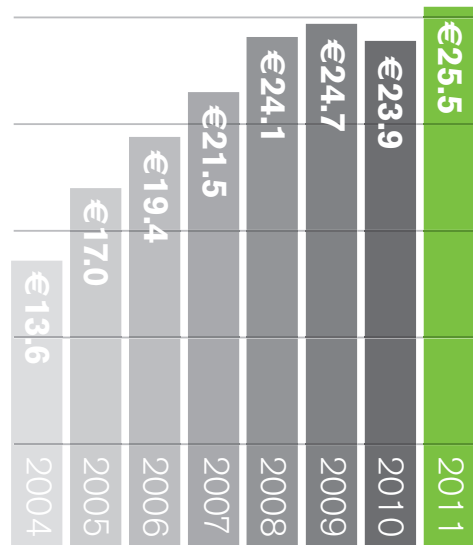
The following summary accounts have been extracted from the statutory financial statements of Barnardos Republic of Ireland Limited for the year ended 31 December 2011. The statutory financial statements, on which the auditors, KPMG, expressed an unqualified opinion, have been filed with the Register 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.

Jim Mountjoy

Honorary Treasurer

Investment 2004-2011



SUMMARY ACCOUNTS

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 31 DECEMBER 2011

	2011 €000 Total Funds	2010 €000 Total Funds
Incoming resources		
<i>Incoming resources from generating funds</i>		
-Voluntary income	6,814	7,463
-Income from trading activities	1,126	1,052
Incoming resources for charitable activities	15,783	15,268
Investment income	198	232
Other incoming resources	31	-
Total incoming resources	23,952	24,015
Resources expended		
<i>Cost of generating funds</i>		
- cost of generating voluntary income	3,346	2,108
- cost of trading activities	1,005	1,088
Charitable activities	20,932	20,425
Governance costs	175	255
Other resources expended	-	1,780
Total resources expended	25,458	25,656
Net outgoing resources before other recognised gains and losses	(1,506)	(1,641)

SUMMARY ACCOUNTS

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 31 DECEMBER 2011

	2011 €000	2010 €000
Net outgoing resources for the year	(1,506)	(1,641)
Actuarial loss on defined benefit pension scheme	(382)	(226)
Total recognised gains and losses for the year	(1,888)	(1,867)

RECONCILIATION OF MOVEMENT IN RESERVES

	2011 €000	2010 €000
Net outgoing resources for the year	(1,506)	(1,641)
Actuarial loss on defined benefit pension scheme	(382)	(226)
Total recognised gains and losses for the year	(1,888)	(1,867)
Reserves at the beginning of the year	8,895	10,762
Reserves at the end of the year	7,007	8,895

BALANCE SHEET

AT 31 DECEMBER 2011

	2011	2010
	€000	€000
Fixed assets		
Tangible assets	2,743	3,168
Term deposits	1,352	1,311
	4,095	4,479
Current assets		
Debtors	1,555	951
Short term deposits	3,401	5,600
Cash at bank	940	1,397
Total current assets	5,896	7,948
Current liabilities		
Creditors: (amounts falling due within one year)	(2,864)	(3,318)
Net current assets	3,032	4,630
Total assets less current liabilities	7,127	9,109
Provision for liabilities	(110)	(186)
Net assets before pension liability	7,017	8,923
Defined benefit pension scheme liability	(10)	(28)
Net assets	7,007	8,895
Represented by		
Unrestricted fund	6,409	6,989
Restricted income fund	598	1,906
Total funds	7,007	8,895

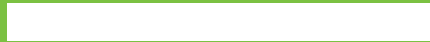
BARNARDOS WHERE WE ARE



- 1 Dublin**
Blanchardstown
Mulhuddart
Corduff
Finglas
TESO (Mulhuddart)
Buckingham St
Clondalkin
Tallaght
Jobstown
Fortunestown
Loughlinstown
Labre
Cherry Orchard
Rialto
Christchurch
South Circular Road
Dun Laoghaire
- 2 Edenderry**
- 3 Carlow**
- 4 Carrick-on-Suir**
- 5 Gorey**
- 6 Waterford**
Ballybeg
Kilcohen
- 7 Dungarvan**
- 8 Cork**
Mahon
Knocknaheeny
- 9 Clonmel**
- 10 Athlone**
- 11 Limerick**
Southill
Moyross
Islandgate
- 12 Tullamore**
- 13 Thurles**
- 14 Mullingar**
- 15 Meath**
- 16 Cavan**
- 17 Monaghan**

To contact any of Barnardos centres call 01 453 0355
or visit www.barnardos.ie





Barnardos

Christchurch Square
Dublin 8

T: 01 453 0355

E: info@barnardos.ie

W: www.barnardos.ie

Design: Zinc

Registered Charity 6015

