

# Because childhood lasts a lifetime

Annual Report  
and Financial  
Statements 2021



  
Barnardos

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Barnardos recognises we have a responsibility as an organisation to demonstrate our commitment to the UN Sustainable Development Goals.



Wherever you see this symbol, you'll see where we've adhered to meeting the UN Sustainability Goals

# 2021 at a Glance

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

Our vision is that every child is able to reach their full potential



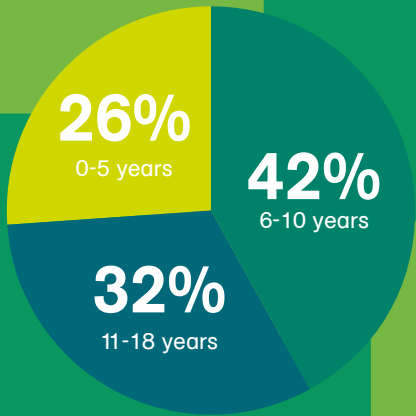
16,831

Children and parents helped in 2021



56

Service locations



Age Range of Children

## Our services provide



Learning



Care



Stability



Nourishment



Security



A safe place

## How we work

### With children

Building resilience

### With families

Strengthening parenting skills

### With schools

Developing social & emotional skills to support learning

### With communities

Connecting families and local supports



# Chairperson's Statement

It is now 60 years since Barnardos started working with children and families in Ireland. Over that time our purpose has been to transform the lives of vulnerable children, because childhood lasts a lifetime.

In 2021 challenge presented by the ongoing pandemic and changing public health measures continued to be a significant factor in the provision of our services. The focus of Barnardos work was on the emotional support families needed during the pandemic, as well as continuing to provide nutritious food and basic practical family supplies and essentials. With the welfare and best interests of children, and the safety of our staff at the centre of every decision and action, staff continued to adapt and create innovative solutions to reach children.

In spite of the economic and other challenges of the pandemic the generosity of Irish people in response to a crisis was spectacular. The support generated for Barnardos and other Children's Charities in the RTÉ Late Late Toy Show Appeal

was remarkable. We are seeing the same response to the need of the thousands of displaced Ukrainian children and families fleeing war and tragedy.

Barnardos strives for a fairer and more inclusive society, with a particular commitment to ending child poverty. In 2021 we reviewed the UN Sustainable Development Goals (SDGs) and we recognise we have a responsibility as an organisation to demonstrate our commitment to the SDGs and will continue to work to refine our understanding of them and how we will contribute to meeting these targets.

I joined the Barnardos Board in 2017 and was honoured to take up position as Chairperson in July 2021. But my involvement with Barnardos goes

back to 2005. I have been involved in fundraising and mentoring the finance team. In that time I have seen the organisation develop and grow during good and bad times. Regardless of the economic climate, the need for Barnardos services continues to exceed what we can deliver.

Barnardos strives to give a voice to vulnerable children who are too often forgotten by society. Barnardos understands the lived reality of children and families from direct experience. We will continue to speak out about the social and policy changes that are necessary to give all children a fairer start in life.

I would like to thank outgoing Chairperson Miriam Hughes and Director Phelim O'Leary both of whom retired from the board last July after six years of service.

I would also thank all of the current board members for their time and service. The commitment of board members is significant and is very much appreciated by the organisation.

In 2021 we undertook a comprehensive external board review and, after a delay due to Covid-19 restrictions, this was completed in February 2022. The board will now put in place a number of actions arising from the process.

In 2022 we will see Barnardos celebrate 60 years supporting children and families in Ireland and move into a new strategic phase for 2022-2027. This strategy review, informed by the current social, political and economic context for children in Ireland will give Barnardos great opportunity to make big

changes in the lives of the children and families who need our help - and I look forward to playing my part in that.

I want to finish by thanking all of the staff of Barnardos for their continued commitment to the children and families who need them. It takes a special type of person to work or volunteer with Barnardos. We are fortunate to have such a committed and caring group. At the time of writing it would appear the pandemic is lifting and I look forward to seeing Barnardos bring forward our greatest learnings from the last two years to provide the best support to families in Ireland.



**MARTIN DOBEY**



# CEO Statement

2021 was a year of continued uncertainty for everyone in Ireland, with the ongoing Covid-19 crisis, the new variants that emerged and associated restrictions. For the vulnerable children and families with whom Barnardos works, the Covid-19 crisis exacerbated already complex situations.

Children and parents with whom Barnardos works had to deal with Covid-19 alongside other challenges in their lives including domestic abuse, poor mental health, acrimonious separation, addiction, housing issues and financial pressures. The isolation created by Covid-19 restrictions removed many of the supports normally available to families.

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

Our key focus throughout 2021 was to continue to provide our essential frontline services to vulnerable children and families. In 2021, we worked with a total of 16,831 children and families. This is a reduction from 2020 and a reflection of the impact

of Covid-19 on our ability to deliver groupwork programmes in schools – particularly Roots of Empathy. We offered a blended service delivery approach which included face to face sessions in centres, home visits, door step drops of food and other essential supplies, phone check in, virtual sessions. We continued to experience high levels of demand in our targeted services, with a total of 2,270 referrals received for targeted services in 2021. Our bereavement services, which also experienced an increase in referrals, recruited an additional worker in Cork and Dublin.

During 2021, we progressed delivery of our strategic goal of being a trauma-informed organisation, recognising that the needs of children and families who experience trauma and adversity are complex and diverse, and require a variety of trauma-informed programmes. The implementation of this approach

includes a tailored training package for all staff across the organisation at different levels relevant to role. Services staff received more comprehensive trainings and skill development in Sensory Attachment Intervention and Breath / Body / Mind practices.

With the support of RTÉ Late Late Toy Show funding, we commenced the implementation of the Barnardos Wellbeing Programme, a new innovative service that operates in five pilot sites across Ireland. The primary focus of the service is to support the positive mental health and wellbeing of children, parents and significant others in their communities.

In 2021, an evaluation of our Post Adoption Service, undertaken by Queen's University, demonstrated positive service effectiveness and impact. The results supported

the further expansion of our Post Adoption Service of children, supported by our key partner Tusla. Work on the introduction of a West Waterford Community and Family Hub in Cappoquin progressed well, and we secured a new premises in Youghal to provide a base for both our rural family support service and our Youghal Family Resource Initiative.

Throughout 2021 we continued to increase the visibility of childhood domestic abuse; to support a collective and collaborative approach to identifying the needs of children; and to delivering effective services in response. An Evaluation of The Childhood Domestic Violence & Abuse Project, completed by Trinity College Dublin in July 2021, highlighted the successful delivery and implementation of the Childhood Domestic Violence and Abuse project by Barnardos and our partners.

We hosted a very successful Domestic Violence webinar “Empowering Children”. The webinar focused on children and young people as victims of domestic violence and abuse in their own right. Over 1,000 people joined the seminar.

The Covid-19 period demonstrated the potential to use online delivery methods in our work as part of a blended approach to service delivery. It is also a very useful way for children and families who are geographically dispersed in rural areas to access our services. All of our internal and external training offerings were delivered online throughout 2021. In total, we delivered training on 23 topics to 1,480 staff and we delivered 160 different external training events to 2,392 participants.

Throughout the Covid-19 period, we remained committed to highlighting

the additional adverse impact of the crisis on vulnerable children and families. Our annual Back to School survey in 2021 captured families’ concerns about returning to school within the Covid-19 context. We were vocal and proactive in the media with regards to the importance of school in terms of children’s social, emotional and educational well-being and strongly advocated for schools reopening and staying open.

A long-term aim, advocated for by Barnardos and others, was achieved with the equalising of Back to School Allowance for one parent and two-parent families.

We continued to give a voice to the experience of vulnerable children and families at Government level and gave evidence to a number of Oireachtas Sub-Committees including School Bullying and the impact on Mental Health, the

Reform of the Leaving Certificate and Child Poverty.

I want to extend my appreciation to our 458 staff who continued to demonstrate commitment and resilience as we continued to work within the restrictions imposed by living and working in a Covid-19 context. I also want to acknowledge our committed group of volunteers whose ability to participate as they would like was impacted by the crisis. However, they remained steadfast and contributed in any way they could. We are grateful to our Board and Sub-Committee members who supported us and contributed their expertise throughout this period.

We are incredibly grateful to our corporate sponsors, philanthropic organisations, ambassadors and individual committed donors who continue to support our work and believe in the difference Barnardos

can make for vulnerable children and families in Ireland. We could not do what we do without their support.



A handwritten signature in black ink, which appears to be 'Suzanne Connolly'. The signature is stylized and fluid.

**SUZANNE CONNOLLY**

# Who We Are & What We Do

Barnardos, Ireland's leading children's charity, works to give vulnerable children a better chance – because childhood lasts a lifetime. Our Vision is for a country where every child can reach their full potential. Our Mission is to deliver services and work with families, communities, and our partners to transform the lives of vulnerable children who are affected by adverse childhood experiences.

## Our beliefs

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

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

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

# Child Safeguarding Statement

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

**We keep children at the centre of our work and promote their well-being.**

**We work with children from birth to 18 years of age as well as their parents and carers.**

**All our work is purposeful, needs-led and outcomes-focused to help children to grow, develop and achieve their full potential.**

**The Children First Act 2015 defines harm of a child as ill-treatment, neglect, assault, or sexual abuse, and explains what to do if you are concerned.**

**Barnardos has procedures to keep children safe when they are using our services, in line with the Children First Act 2015. All our staff and volunteers are trained in how to respond to child protection concerns.**

**We respond to all concerns as quickly as possible.**

**Barnardos has a strong management structure in place to ensure that the organisation is run well, this includes a Board with an Audit and Services Committee.**

**Barnardos has 458 staff in 41 locations. We have 7 shops, 2 administrative sites and 56 services.**

**Barnardos' services are provided in our projects, family homes, schools and community settings.**

**Barnardos staff and volunteers who work with children and families are Garda checked, qualified and receive supervision.**

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







Barnardos recognises we have a responsibility as an organisation to demonstrate our commitment to the **UN Sustainable Development Goals**. This should be reflected in our core work with vulnerable children, their families and across all support functions. As a charity that works with vulnerable children and families, Barnardos, throughout our 60 years has sought to advocate for a fairer and more inclusive society, with a particular commitment to ending child poverty.

### Sustainable Initiatives

The pandemic has highlighted that we can reduce our carbon emissions in a way that doesn't impact our capacity to communicate and work as an organisation. Online working significantly reduced our use of paper. It has been a transformational pivot to equip our staff with software and suitable applications.

The availability of electronic devices has contributed to initiatives using social media apps and video conferencing. This software assisted us to deliver our services throughout the pandemic and enable communications with Barnardos.

We have a learning culture which has triggered us to recently complete a review of digital best practices. This review has distilled key learnings for Barnardos to shape how best to deliver our services in future. Our services are best

delivered in person, however, some elements we have discovered can be delivered digitally, without a loss of quality. The aim is to fuse the best of both. An environmental benefit is the significant reduction in travel by all staff while maintaining our high-quality services.

The same technology has been valuable in engaging our staff, in ways not previously considered possible. Barnardos now provides regular wellbeing sessions online, using our own expertise and that of others. This engages all staff across our dispersed organisation, creating new connection opportunities. Information webinars and other online events are appreciably more efficient and can be provided across the organisation simultaneously, rather than in staggered town hall events.



Similarly, training has moved substantially online, delivering quality training while saving staff travel time, in many cases for short refresher courses.

Other seemingly smaller changes have still made a notable impact. The introduction of digital signatures has dramatically reduced paper consumption and sped up processes that previously required written signatures.

## Barnardos' staff are the backbone of the organisation and we maintain our commitment to equity and transparency.

A grading system ensures no gender differences or other disparity for the same roles. Gender pay reporting over recent years by Barnardos, in advance of reporting requirements, illustrate a small gender pay gap. Senior management and board composition show an almost even split in gender. Barnardos has for many years disclosed pay scales in recruitment advertisements.

### UN Sustainable Development Goals

Barnardos has reviewed the UN Sustainable Development Goals (SDGs) as a common worldwide metric against which to assess our activities. We expect our consideration and assessment to develop as we learn more about the SDGs. There are 16 UN SDGs and Barnardos works with 13 of these goals.



Goal	Target	Barnardos' Engagement
1	No Poverty	Moderate
2	Zero Hunger	High
3	Good Health & Wellbeing	High
4	Quality Education	High
5	Gender Equality	High
6	Clean Water & Sanitation	Moderate
7	Affordable & Clean Energy	Low
8	Decent Work & Economic Growth	Moderate
9	Industry Innovation & Infrastructure	N/a
10	Reduced Inequalities	High
11	Sustainable Cities & Communities	Moderate
12	Responsible Consumption & Production	Moderate
13	Climate Action	Low
14	Life Below Water	N/a
15	Life on Land	N/a
16	Peace, Justice & Strong Institutions	High

## Barnardos will continue work to refine our understanding of the UN SDGs and how we will contribute to meeting these targets.

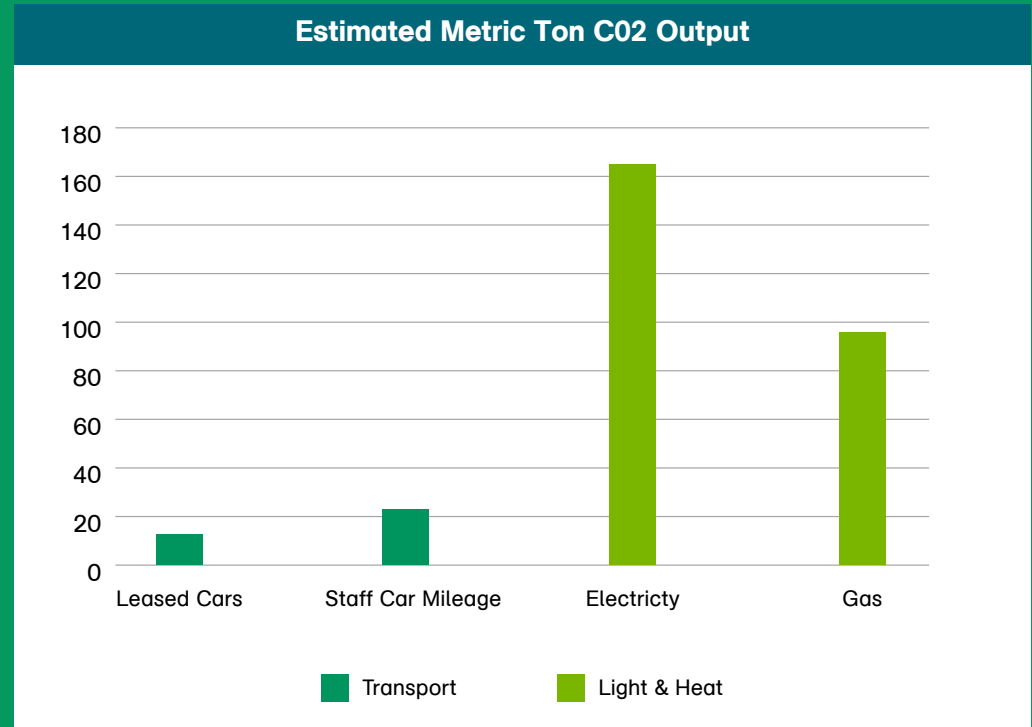
### Future Plans

Barnardos will continue work to refine our understanding of the UN SDGs and how we will contribute to meeting these targets.

Additional plans in 2022 include assessing the footprint of our premises. Barnardos will initially look to maximise the usage of our premises by equipping and trialling hot-desking in our Head Office. This will enable greater intensity of usage and will be more energy-efficient per staff member.

Barnardos will continue to develop a hybrid working model for staff where possible.

Barnardos has started to gather available information on energy usage (Scope 1 and Scope 2 emissions). The graph to the right shows our current estimated levels of emissions in certain areas. We will continue to gather and improve our information to provide greater clarity and to benchmark our emissions levels to identify how best to reduce them.



**We recognise the widespread impact of trauma and understand the potential pathways for healing.**

The members of the Board hereby present their annual report and the financial statements for the year ended 31 December 2021.



# Objectives & Activities

## Barnardos' Objectives

At Barnardos, our mission is to deliver services and work with families, communities and our partners, to transform the lives of vulnerable children who are affected by adverse childhood experiences. We work with children and their families to make real and lasting changes to their lives, especially family relationships.

We deliver evidence-informed, outcome-focused services for children, parents and carers in their homes, schools or through 56 Barnardos services.

Our services are trauma-informed, focusing on the impact of interpersonal or adverse childhood experiences on the children and families we work with.

**At Barnardos, we recognise the widespread impact of trauma and understand the potential pathways for healing.**

To respond effectively to this adversity and trauma, we ensure our services provide opportunities for choice and control and that people experience safety and trustworthiness, leading them to embrace an approach of hope and possibility.

## Barnardos' Activities

During 2021, the Covid-19 pandemic continued to impact all our services. Throughout this pandemic, our priority has been to ensure the ongoing provision of services to vulnerable children and families. This required us to continue to be innovative and flexible with the welfare and best interests of children at the centre of all of our decision making.

The smooth operation of services proved challenging in 2021, given the continuous changing Covid-19 public health measures and lockdown requirements. We developed a framework to guide our continued service delivery in line with public health guidance throughout this time.

Since January 2021, 6,416 parents and children have been referred for our intensive therapeutic family support and early years services. The majority of these referrals are from Tusla (47%) with 24% of families seeking help directly themselves; 10% from voluntary agencies; 10% referred by the HSE and 7% from schools.

Our work is individualised, needs-based, and focused on the unique needs of the child and their family.



## Barnardos' Core Activities in 2021

### Family Support Services

Barnardos Family Support services seek to promote the welfare of vulnerable children and their families in their homes and communities.

We equip families with the necessary skills to thrive, with a focus on enhancing family well-being and strengthening parenting capacity to address challenges now and reduce problems later in a child's life.

We work with children to help build their resilience; by focusing on their social, emotional, physical and educational development. We help parents to strengthen their parenting skills, improve their relationship with their children and help them to meet their child's needs. We work in a trauma-informed way to break the intergenerational transmission of trauma. We respond to the individual child and family by assessing their needs and carefully tailoring a package of services unique to them.

Throughout 2021 families that attended our services had faced increasing levels of challenges, including; domestic abuse, anxiety, stress and frustration, housing issues and financial pressures. Relationships between parents and their children were under increased stress and parents found maintaining routines and managing their children's

behaviour difficult. The isolation created by Covid-19 restrictions removed many of the supports normally available to families, therefore the pressures of parenting grew in intensity. Following the school closures in 2021, we witnessed an increase in school-related anxiety, children not going back to school or struggling with behaviours in school, such as finding it hard to sit in class and regressing with their education.

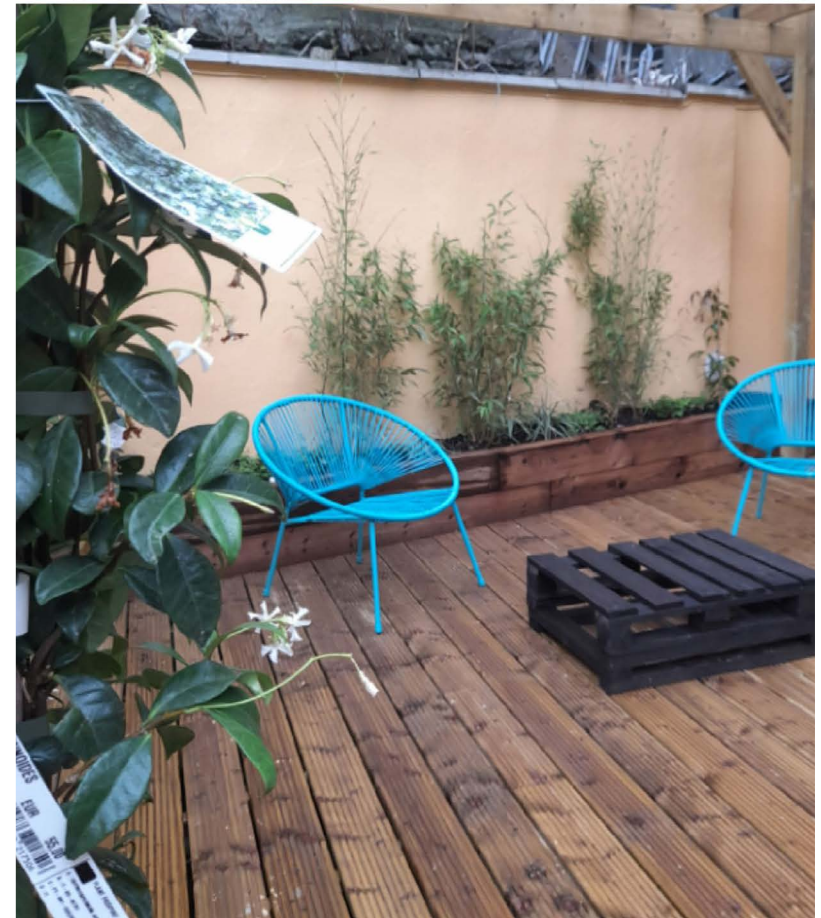
During lockdown conditions, we offered blended services including phone check-in, virtual sessions, face to face sessions in centres, doorstep drops of food and other essential supplies and home visits in families where we are concerned about children and/or their parents. During lockdown, we also resumed offering practical support to families as needed and our Parent Support Line remained open for parents.

During Summer 2021, service delivery returned to a more normal pattern, with us resuming face to face working as standard for all families (risk assessed) supplemented by virtual support where required, with interventions being offered in family homes alongside centre-based work where suitable (through agreement with families).

The volume of services we provided was impacted by staff or child/parent unavailability due to illness, or the need to isolate as a result of Covid-19. This peaked alongside national peaks in numbers and when in decline, most of our services were operational to full capacity.

During 2021, we took the opportunity to make significant improvements to our premises. Covid-19 presented us with certain spatial challenges which were met with creative solutions, such as the introduction of garden rooms. These solutions will benefit our services for years to come.

We continued to experience high levels of demand with the number of referrals increasing during 2021 to a total of 2,270 received for targeted services. Despite our best efforts, we were unable to meet the level of demand with our waiting lists increasing during 2021. There were 682 families waiting on a service at the end of December 2021 compared to 391 at the end of 2020. Given the investment from the RTÉ Late Late Toy Show Appeal mentioned later in this report, we were able to reduce the amount of time families had to wait from four months down to three months.



New therapeutic gardens in The Post Adoption Service, Buckingham St. Dublin

## Early Years Services

Barnardos provides seven Early Years Centres in Dublin, Cork and Tipperary. We run a number of toddler Early Years (aged 2 - 3) and preschool for children (aged 3 - 5) services for those who participate in Tús Maith, our Early Years Programme. This is a centre-based early years care and education programme, with a particular focus on children aged from 3 to 5 years, coming from disadvantaged groups and those living in challenging family circumstances. The aim of our Early Years Service is to prepare children for primary school and develop the specific physical, emotional, social and cognitive skills necessary for this transition.

Our seven Early Years Services remained open throughout 2021 in line with the Government's guidance to prioritise services to "vulnerable children sponsored by the National

Childcare Scheme". Initially, attendance was low, as the country was in full lockdown and schools were closed. After a couple of weeks, most parents supported their children's return to their Early Years Group. While service provision was interrupted at times due to the impact of Covid-19, staff ensured children and families who couldn't attend, remained connected through regular calls, home visits and activity packs based on our Tús Maith Curriculum. Children attending the services continue to show great resilience despite Covid-19, however, the impact on families has been evident and we have provided continued practical and crisis support throughout 2021.

At times, staffing our Early Years Services was particularly challenging because of the impact of Covid-19. All staff and managers worked really hard to keep services open, and children and families safe. On some

occasions we were helped by our colleagues, for example, in Tallaght when our bus driver was sick, the local community Gardaí drove our bus daily to collect and drop home the children attending the preschool service. Most of these children would not have been able to attend without this support.

**We developed our outdoor spaces in our Early Years Centres, creating covered areas for children and parents to use and thus increasing the opportunities to extend the curriculum outside.**

Staff in our Early Years Services have continued to maintain a focus on quality, curriculum development and trauma-informed practice with five of our centres submitting a portfolio for Siolta recertification during 2021.



Barnardos Project Leader, Mark Brennan with Garda Chris O'Callaghan. Project leader Mark Brennan said getting in touch with community Garda Chris O'Callaghan was vital to the project when navigating the pandemic



Two children in one of our early year's service enjoying their play time.



Bawnlea Dublin Cherry Orchard Dublin new therapeutic room



## Specialist Services

### Bereavement

The Barnardos Children's Bereavement Support (BCBS) Service is a support service for children and their families, who have experienced the death of someone close to them. Many of the children and families coming to our service have experienced traumatic bereavements, for example, through homicide, suicide or road traffic deaths. Children using this service have frequently been present at the death of their loved ones.

Referrals to the service have increased significantly over the course of the pandemic. In 2021 we received 160 referrals, an increase of 49 families compared with 2020. Due to the fantastic investment from the RTÉ Late Late Toy Show Appeal, and further investment from the Department of Justice, we were able to recruit three new bereavement project workers in 2021; one in our service in Cork in June, and two in our Dublin service in October. This has enabled us to increase the number of children and families receiving bereavement services, reduce the length of time on waiting lists and respond to individual and community needs. The number of families receiving the service,

therefore, increased, with 166 families receiving specialist support in 2021, up from 144 in 2020.

An expanded, full time, Project Coordinator post was created in the Dublin team, allowing for an increase in interagency work in the North East Inner City area. This has enabled us to support and train other local services who encounter traumatically bereaved children and young people.


In 2021, we continued to develop our Critical Incident Response (CIR) organisational support. CIR work involves offering training and support to organisations who are in contact with children following a critical incident involving death – either the death of a child, or a death that has been witnessed by or significantly impacts children. Our bereavement service offered CIR support to six different agencies/services in 2021 involving initial debriefing, education/support sessions, follow up phone support and resources. In addition, a further ten training courses were delivered across the country on the topic of Working with Traumatically Bereaved Children and Young People.

### Teen Parent Support Programmes

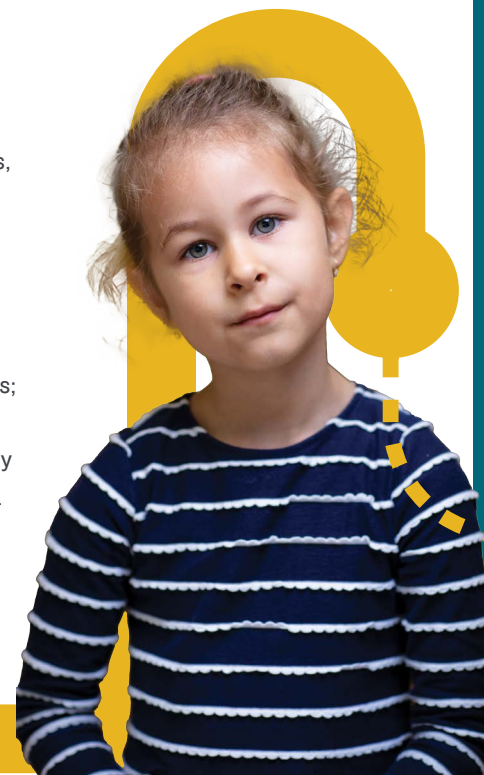
Barnardos operates three Teen Parent Support Programmes (TPSP) in Wexford, Waterford, Clondalkin and Finglas. These programmes provide a blended service including face to face support in our centres, visiting homes, doorstep visits and outdoors visits, together with phone and online link-ups. There was a lack of availability in community-based spaces to see young people outside their homes due to Covid-19 restrictions. This was particularly challenging given the increase in referred teen parents that were living in overcrowded or homeless accommodation. Many of these young parents were experiencing domestic violence, drug/alcohol misuse or mental health challenges, all compounded by the social isolation as a result of Covid-19.

 **Access to crèche and GP services also added to these challenges.**

Throughout 2021 we continued to provide practical support to parents;  **delivery of food**, baby supplies, phone credit, baby high chairs, baby walkers, sterilisers and educational toys to support their

baby's development. We continued to promote and support engagement in second and third-level education  **funding childcare costs**, contributing toward fees and travel expenses, and the provision of laptops and other educational resources. Teen parents were also supported to engage in online learning opportunities. As well as practical and emotional support to teen parents, we focused on also extending support to the wider family.

 **Sustainability Goal 10, 2 and 4**



## Bereavement

### Teen Parent Support Programmes

### Post-Adoption Services

### Better Finglas Area Based Childhood (ABC Initiative)

### Family Resource Centres

### The National Childhood Domestic Violence Project

### Roots Of Empathy

### Wizards Of Words

**Post-Adoption Service**

2021 saw further expansion in our Post Adoption Service for both children and adults. The development of online services enabled us to reach clients living all around the country in both our individual and group services. 120 new families were referred to the children’s service across the three centres in Dublin, Cork and Galway in 2021. 71 of the new children/teenagers referred were between 11 and 17 years of age. Group work continued with 309 attendances by parents, children and teenagers at workshops, both in-person and online. We were delighted to offer the Circle of Security Parenting Programme, especially for adoptive parents, twice in 2021 which was enthusiastically received. The publication of the final report of the Mother and Baby Home Commission resulted in an increase in demand for services to adopted adults and birth mothers.

We received 306 calls and emails from birth mothers and adults in the first part of the year compared with 61 for the same period in 2020. Tusla provided funding to extend our therapeutic service for adults to Cork and the service ran support groups for birth mothers and adopted adults in Cork for the first time in the autumn. 102 new adults were referred to the Post Adoption Service in 2021 and there were 366 attendances at support groups run for adults throughout the year.

**Listening to Adopted Children & their Families**

Barnardos Post Adoption Children's Service  
Outcomes of Research by Queens University



**Barnardos**  
Because childhood lasts a lifetime







### Better Finglas Area Based Childhood (ABC Initiative)

Better Finglas delivered a blended approach to services in 2021, which included face to face home visiting for the Preparing for Life (PFL) Programme and in-person groups for vulnerable groups of parents, such as the therapeutic post-natal depression group for those who struggled to engage online. The PFL Home Visiting Programme supported over 100 parents and children.

Group-based parenting interventions were provided to 273 parents and 127 children online, which allowed for a wider reach outside of the normal catchment area of the service. **This online approach** also benefited lone parents and working parents, who would often struggle to attend in-person groups due to lack of childcare or inability to travel due to work commitments. The parenting strand supported 187 parents through our range of Triple P (Positive Parenting Programme) interventions and the Circle of Security Programme. Triple P Fear Less proved effective at supporting parents with their children's anxiety via online platforms, as well as face to face. In Q4, the project was successful in its application for HSE Healthy Communities funding and will now expand its reach into Cabra to deliver the suite of Triple P Parenting Programmes there.

The parenting Admin Hub has gone from strength to strength, whereby it is seen as an "enquiries hub" for the Finglas community, receiving a total of 1,270 parenting support enquiries in 2021.

2021 also saw the development of the social and emotional wellbeing strand of work. The Nurture Schools Programme was rolled out to eight schools in the area. **Creative Mindfulness was delivered in all 12 primary schools in Finglas**, following a request from the Principals Network for support for children who were struggling with anxiety post-Covid-19 lockdown. 329 children benefited from classroom inputs delivered by Better Finglas staff and interagency partners in Tusla and Finglas West FRC. We also established a Trauma-Informed learning network. 26 members completed three days trauma-Informed 'train the trainer' modules, so they can become trauma champions in Finglas and roll out workshops to professionals and community members in the area. This will enable Finglas to become a trauma-informed community.



**Family Resource Centres**

**Finglas West Family Resource Centre (FWFRC)**

During 2021, significant work was completed on the development of a new building for Finglas West FRC. We completed the purchase of the land for the site of a new FRC at Barry Avenue in Finglas West. Substantial funds were raised to facilitate the purchase of the land, and the build of the new centre, from a variety of statutory and voluntary agencies as well as active fundraising efforts in the local community. Building works have started, however, we have experienced delays due to Covid-19 and issues with the supply of raw materials. We are hopeful that the new building will be complete by the end of April 2022. The Finglas West community are very supportive of the build and are really engaged in the work of the FRC.

Despite the lack of premises, the FRC continued to offer a substantial portfolio of services, offering a blended approach to service delivery with a mix of face to face, online group work and the provision of activity packs. The service offered support to 860 parents and children

including baby massage classes and Triple P (Positive Parenting Programme). The latter involved summer wellness workshops and creative after-school programmes with a key focus on improving children’s physical, social and emotional wellbeing, mindfulness for both children and parents, and coping strategies for managing stress and worry.

Emphasis this year was on the enhancement of the local area.

We were involved in a community gardening programme with the Rainbow Class (Autism Spectrum Classroom) in St. Fergal’s School, to develop a sensory garden. As part of the Enhance the Space Service, we supported the local community in Plunkett Green to develop a planted area and designed and introduced play zones and markings in Avila Park. We also worked with an organisation called “Creative Connections”, and in consultation with local children, we transformed the school railings of St. Kevin’s and

St. Joseph’s Schools into colouring pencils, painted murals designed by the children and play markings on the footpaths leading to both schools.

During 2021, we were also proud partners in the LGBTI+ Capacity Building Initiative to build integrated community approaches for supporting families of LGBTI+ youth living in Finglas. The goal of this initiative is that Finglas will become more inclusive of LGBTI+ young people and their families and increase awareness in the area. This will be a starting point to much further work by Finglas West Family Resource Centre.



In consultation with local children, we transformed the school railings of St. Kevin’s and St. Joseph’s Schools, Finglas into colouring pencils, painted murals designed by the children and play markings on the footpaths leading to both schools



(L to R) Project Leader Beverley Stafford, Director of Children’s Services, Siobhan Greene and Minister for Children, Equality, Disability, Integration and Youth, Roderic O’Gorman TD, Caroline Conroy Green Party Councilor for Ballymun-Finglas and Paul McAuliffe TD, Dublin North West, break ground at the new Family Resource Centre at Barry Avenue in Finglas West.

### West Waterford Community and Family Hub

Work on introducing the West Waterford Community and Family Hub in Cappoquin is progressing well. A steering group with local community participation and staff from a wide variety of community and voluntary agencies has been established, with terms of reference agreed. This group meets regularly and are key in supporting the successful establishment of the project in the area. Funding has been secured to continue to develop the service further in 2022 through a combination of statutory funding, small grants and funding from a philanthropic funder. A promotional briefing document has been professionally drafted.

Service provision commenced with art classes for children and parenting webinars. Other service offerings that are planned include baby massage classes and the establishment of a local parent and toddler group for the town and surrounding area.

### Youghal Family Resource Initiative

In 2021 we secured new premises in Youghal to provide a base for both our rural family support service and our Youghal Family Resource Initiative. This is a new geographic area for us to have a physical base in and a step in a positive direction towards us becoming further embedded in the local community.

The Youghal Family Resource Initiative is supported by an interagency steering group. During the year, it provided after-school care for children aged 7 - 12 and established a parent hub with one-off parent workshops; supporting parents through enquiries and signposting to other services where appropriate.

Parents in the Youghal area were surveyed to establish what parent support they would like us to offer in the area. The top themes identified by parents were “ways to help children manage their big feelings”, “managing difficult behaviours”, and “helping my child manage change.” These will provide the focus for the parenting support offered by the service. provide the focus for the parenting support offered by the service.



Children holding up their works of art having completed art classes in Cappoquin, Co. Waterford.



### The National Childhood Domestic Violence Project

Established in 2019, the Childhood Domestic Abuse project is a collaboration between Tusla and Barnardos. The overall purpose of the Childhood Domestic Abuse Project is to assist in increasing the visibility of childhood domestic abuse, to support a collective and collaborative approach to identifying the needs of children, and to deliver effective services in response. Throughout 2021, we continued our work to support this project.

An Evaluation of The Childhood Domestic Violence & Abuse Project was completed by Trinity College Dublin in July 2021 and the findings highlighted the successful delivery and **implementation of the Childhood Domestic Violence and Abuse Project by Barnardos.**

We successfully hosted a number of Community of Practice events for people working with children experiencing domestic abuse. International experts presented on a variety of topics including 'supporting children's rights in the context of domestic violence and abuse' and 'engaging with fathers who are abusive in their intimate partner relationships'. 116 staff from across

96 national organisations attended these events.

We hosted our first **Childhood Domestic Violence Webinar** on the 3rd June 2021 called 'Empowering Children', which focused on children and young people as victims of domestic violence and abuse in their own right. Over 2,000 people viewed this during the year.



We launched the work from the multi-agency Children's Participation Project as part of the international 16 days of action campaign. The theme for the project is 'what matters for children and young people living with domestic violence and abuse' and involved consultation with 28 seldom heard children and young people across the country. The launch

included a short animation entitled '**Hear Me, See Me, Keep Me Safe**' and an infographic (insert link to infographic) containing a set of 20 key messages for professionals in responding to childhood domestic violence and abuse, titled 'our rights – your responsibilities'.

We have also supported national policy developments in the area of domestic abuse which includes

children's consultation on the reform of the family law courts and active participation on:

- the research advisory group facilitated by the Department of Justice examining the intersection of criminal and civil jurisdictions on domestic and sexual violence; and

- the Children Living with Domestic and Sexual Violence policy group, which made joint submissions on the 3rd national strategy and the Family Justice Oversight Group Consultation.

### Roots Of Empathy

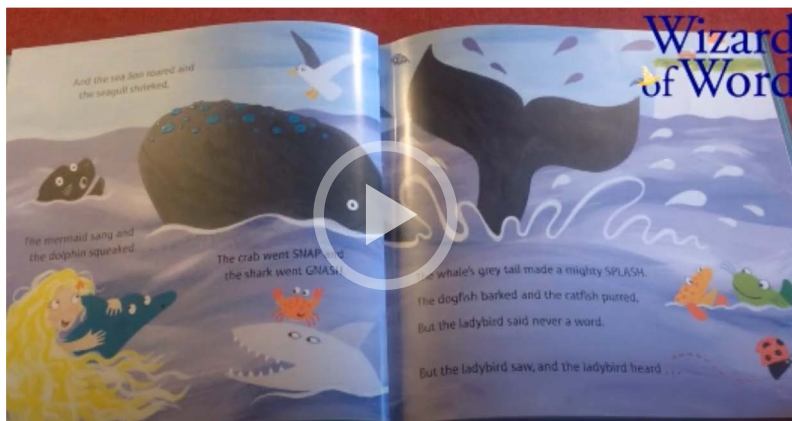
Roots of Empathy (ROE) is an evidence-based programme that has shown a significant effect in reducing levels of aggression, violence and bullying among school children by raising social-emotional competence and increasing empathy. It is a 27-week classroom-based programme where a baby and their parents visit on a monthly basis.

As of 2020, delivery of our face to face programmes in primary schools was severely impacted by the ongoing prevalence of Covid-19 and the resulting school closures, travel curtailment and social distancing restrictions. **The numbers availing of Roots of Empathy dropped again to 1,803 children in comparison to 8,344 in 2019** before the pandemic started. In response, Roots of Empathy International developed a 20-week recovery 'virtual' programme, which Barnardos was able to offer schools in addition to the traditional programme.

Between March-May 2021, 34 Roots of Empathy recovery programs were delivered to classes, with another 73 schools participating from September to December 2021. In 2021 we provided training to three new mentors, 19 new instructors, and also recruited a Project Leader and Project Coordinator. Roots of Empathy Canada has acknowledged the success of Roots of Empathy in Ireland; we have delivered more programmes and trained more instructors during 2021 than any of their other international partners.



Rose reads a story for our Wizard of Words virtual session



Wizard of Words virtual session - What The Ladybird Heard at The Seaside

### Wizards Of Words

Wizard of Words (WoW) is an intergenerational evidence-based paired reading programme, for children in first and second class in primary school, who are on average 12 months behind their age group in their reading. It is proven to increase children's literacy and reading comprehension, as well as their enjoyment and love of reading.

As a school-based programme, our ability to provide the WoW programme was impacted significantly by Covid-19 despite the need for the service greatly increasing. **There was a fear that school closures would affect pupil literacy levels**, as well as their social and oral language skills. Anecdotal feedback suggests that the gap widened between pupils with higher literacy levels and those needing support.

At the beginning of 2021, the programme focused on developing and promoting the [online resource WoW](#), which ran from March 2021. In total 13 schools, 999 pupils from 47 classes (2nd and 3rd class), and 97

volunteers participated in WoW online activities throughout 2021, including Story Time, Virtual Book Club, Talk Time and Pen-pals.

Towards the end of the 2020/21 academic year, we reintroduced the core WoW programme in six schools. Our plan for 2022 is to continue re-establishing our face to face version of the programme in schools. We will continue to consult with our educators and schools and will focus on volunteer retention, training and recruitment, and on building their capacity to support the ever-evolving needs of pupils.

### Guardian Ad Litem Service

The Guardian ad Litem service continued to face significant challenges in 2021 with the continuance of Covid-19 and periods of restriction. Guardians continued to develop **innovative ways to connect**

**with children** and to represent their views and interests. The limited availability of specialist services for children continued to cause issues, with gaps in key services such as assessment of need, therapy, speech and language, and occupational therapy. 2021 saw the welcome introduction of the HSE's Children's

Disability Teams and the HSE/ Tusla Joint Protocol on working with children in care who have disabilities. The recognition of the child's care status as a factor affecting their vulnerability was significant and long overdue.

The Department of Children, Equality, Disability, Integration and Youth introduced a revised Heads of Bill for the reform of the Guardian ad Litem service, which was approved by Cabinet in October 2021. The revised Bill had been amended to address a number of the stakeholder concerns and is due to be scheduled for pre-legislative scrutiny in 2022. We welcome plans for a new service that ensures that all children in Child Care Proceedings have a meaningful voice and that their interests can be independently assessed and represented.

## Learning and Development

Barnardos is now in the third year of its ambitious five year partnership with Google.org to deliver online safety workshops to primary school children, parents and teachers across Ireland.

### Online Safety Programme

School closures and rising Covid-19 cases have certainly challenged the delivery of the programme. Thanks to the quick adaption of the programme's format from face to face to virtual sessions over the summer of 2020, we were able to reach 12,810 children in Ireland in 2021. Although our preferred delivery method is face to face, it was great to be able to deliver virtual sessions to places in remote Ireland that we may not have normally been able to reach. For example, we delivered our first online session as Gaelige to a small school of seven students in Ballinskellig in Kerry.



During the school closures of 2021, we prepared for our inaugural webinar "Plugged in Switched Off". Offered to parents and professionals, this two-hour webinar about screen time and digital wellbeing took place

in March 2021. The webinar started by showcasing a short video made in consultation with children on their definition of digital wellbeing. Over 900 people registered and a [summary report](#) was given to each attendee.

Alongside our work with children, we delivered 20 free virtual parent webinars throughout the year that reached 533 parents, with 94% of parents reporting they found the webinar useful. To help schools with blended learning and to help carry on the conversations we start in our workshops, we also produced [four PowerPoint lesson plans](#) for teachers around our STAR materials.

In autumn 2021, our trainers returned to the classroom. As the Online Safety Programme is a nationwide programme, we strive to be able to offer workshops to every county in Ireland. With that in mind, we recruited eight more trainers to increase our reach.

During the year the programme worked with children across schools as outlined in the table shown below:

Online Safety Programme	
Schools	95
Workshops	422
Children reached	12,810
Webinars for parents	20
Parents reached	533

**It was great to be able to deliver virtual sessions to places in remote Ireland that we may not have normally been able to reach**



Virtual parent webinars



Found the webinar useful



Parents reached



## Research and Practice Development: Early Years Learning and Development / NDP

Barnardos' commitment to supporting Early Learning and Care (ELC) and School Age Childcare (SAC) services to achieve positive outcomes for children and families continued in 2021. **We provided information, resources and support to parents accessing ELC and SAC, and to professionals working in these services.** We contributed to the many policy developments for the ELC and SAC sector during 2021 through our ongoing collaboration with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), Tusla and the many other networks and forums nationally.

Throughout 2021, we provided training on topics including Trauma-Informed Approach in ELC, Child Protection and Supervision to almost 500 participants. We offered a suite of free eLearning courses with over 5,000 users of Barnardos eLearning in 2021, and we circulated regular issues of our Early Years eNewsletter to over 14,000 subscribers. We produced a number of new resources to support parents and the ELC and SAC workforce on topics including; Sharing Developmental Concerns with Parents, Childminding and

Continuing Professional Development in Early Learning and Care. There were more than 30,000 Barnardos publications disseminated in total.

Regional Development Workers continued to mentor ELC and SAC professionals in their roles to support quality practice, including through remote means such as video conferencing. Our Library provided ongoing access to resources on an extensive range of child-related issues, adding to our e-book collection and increasing membership numbers. The Library and Information Service provided a responsive information service to parents and professionals and curated a daily summary of news articles relating to children and families for our 2,445 Daily Digest Subscribers.

### Training

#### Internal Training

Aligned with Barnardos Trauma-Informed Strategy (2019), the 2021 staff training calendar continued to focus on providing relevant trauma-informed training to frontline staff. All training continued to be impacted

by the Covid-19 restrictions resulting in online training sessions being provided in place of in-person training. As well as trauma-led training, such as Sensory Attachment Intervention and Mindfulness for Children, the calendar also provided the standard mandatory training such as Children First Child Protection and Designated Liaison Person Training, Data Protection (working from home) and Manual Handling. In total 23 topics were covered in 2021 with 1,480 participants attending these sessions.

#### External Training

Similar to internal training, all our external training was conducted online during 2021 though feedback identifies this as a very positive and accessible option for a wide range of participants and organisations. In 2021, Barnardos provided an increased number of introductory practice development webinars for early years and school-aged childcare professionals, which proved popular. In total, we ran 160 different external training events for 2,392 participants covering training topics such as Child Protection, Introduction to Infant Mental Health, Trauma-

Informed Practice, Making the Most of Supervision and Understanding Child Development through a Trauma-Informed Lens.

Since 2019, we have experienced a year-on-year increase in the number of events and participants. In 2021, we had a 38% increase in the number of events and a 27% increase in the number of participants from the previous year. Barnardos has developed a range of new online webinars on the topics noted above. This is an opportunity Barnardos seizes, to positively impact on the outcomes for babies and children in both formal and non-formal early learning and care services. Although Covid-19 restrictions were still an issue, we note that there were little or no enquiries for face to face training. The feedback about our online webinars is very positive. They are very accessible for organisations interested in tailored training and many of our public events reach full capacity well in advance of the training date. We will continue to offer online webinars as part of our training calendar and to organisations as an option for tailored training in 2022.



## Fundraising Campaigns and Activities

In 2021, our voluntary income target was €7.9 million. The income generated from our fundraising campaigns and retail activity was €10.2 million. We are sincerely grateful to our wonderful supporters and would like to acknowledge the transformational impact their donations have on the children and families we work with.

### Our Donors

The Barnardos family of regular and committed donors grew slowly in 2021 as we dealt with the ongoing restrictions due to the pandemic. We continued to welcome new donors and funding through our direct recruitment TV campaign, our digital fundraising campaigns and through our direct mail appeals. Our direct recruitment teams played a key role in letting the public know about the services we provide to children in regions across the country. These teams are supported by our telephone team who continue to implement our donor care strategy. Our donors are the foundation of our voluntary income and our focus is ensuring that they are kept fully informed of our work and the impact of their donations. Each connection made through our newsletters, calls and emails is a chance for us to thank them and to let them know how important their donations are to the lives of the children and families we work with.

### Philanthropy

Barnardos would like to thank The Community Foundation for Ireland, The Ireland Funds, Rethink Ireland and their donors for their steadfast and generous support of our work throughout the uncertainties and challenges of 2021.

We were extremely fortunate to receive the RTÉ Late Late Toy Show Appeal funding in early 2021 to undertake new frontline service provision, best practice and research work, which is all well underway into 2022. The generosity of the RTÉ Late Late Toy Show viewers has enabled Barnardos to reach even more children in new and innovative ways, which will address the impact the pandemic has had on their lives and wellbeing.

We would like to thank and recognise the fantastic philanthropic support we received in 2021 from the following sources: The Coppin Charitable Trust, Smurfit Kappa, Tomar Trust and the ESB.

We are also enormously grateful to our very generous private trusts, foundations and individual donors whose considered investments help sustain our work and our impact on the lives of so many children year after year.

### Partnerships

The Aldi and Barnardos partnership and commitment to raising €1 million to support vulnerable children is making excellent progress with over €400,000 raised by the end of the year to support vital services. 2021 saw the launch of the popular Irish Rugby Football Union (IRFU) Cookbook with all proceeds generously donated to Barnardos services. We were also delighted to receive proceeds of sales from the Kevin the Carrot toy range, Christmas cards and a number of other Aldi favourites. Staff have made a huge contribution by supporting us through payroll giving as well as in-store activities and challenge events across the country.

We were delighted to be chosen as the 2021 charity partners of the Christmas FM appeal, where the Give the Gift of Childhood appeal raised an incredible €330,000 to help support 6,800 vulnerable children.

Dell Technologies continues to provide support through much-needed donations, volunteering and expertise sharing, marking five years of partnership, progress and impact in 2022.

In November, Heinz ran an on-pack promotion where Irish artists created custom packaging raising much needed corporate donations. The Heinz team volunteered to spray paint the railings in St. Joseph's School for our Better Finglas services, just one of the ways we are transforming spaces for children.



**€10.2m**  
Generated from  
fundraising and retail




**€7.9m**  
Voluntary income  
target

We were delighted to be chosen as one of the children's charities for the 2021 Woodies Heroes Campaign, where their staff and customers raised a whopping €536,895 between the four charities chosen.

A new three-year partnership was launched with the family food brand McCains Foods to promote our family support services across Ireland.

Cadbury continued their ongoing support of Barnardos with their Secret Santa Campaign as well as activities throughout the year to support our work.

Despite the restrictions of Covid-19, we were able to host our Generator Tower jump event in October with corporate partners Aldi, Chubb Insurance and Prodigy Learning all taking a giant leap of faith for vulnerable children.

We also want to thank IKEA, Apple, Colgate, RSA Insurance, Datadog, Autodesk, The Irish Sun and many others for their continued support for our work. It means we can keep providing much-needed services to the most vulnerable children and families in Ireland.

### Event and Community Fundraising

Digital campaigns remained a very big part of our fundraising calendar for 2021. Thousands of community fundraisers joined us to smash personal, physical challenges while helping to raise vital funds. We thank all our challenge participants and donors for their continued support.


After the disappointment of not being able to host our 2020 Barnardos Big Toddle Campaign for crèches and pre-schools, we were delighted to be able to return to this long-standing, annual campaign last year. We also hosted our 'Big Toddle at Home' campaign for the second year which was extremely well received. Over 46,740 toddlers in crèches, pre-schools and homes across the country toddled their way to raising an all-time Big Toddle record-breaking €359,482! We are very grateful to our youngest fundraisers whose generosity and willingness to help other children is inspiring to us all.

On 10th September we joined up with RTÉ 2FM and our partners at Dell Technologies for Flashback Friday. This engaging event involved playing back-to-back 90s hits throughout

the day, along with chats reminiscing about our childhood memories. 2FM listeners donated generously with the goal of giving vulnerable children a chance to create their own happy memories - because childhood lasts a lifetime.

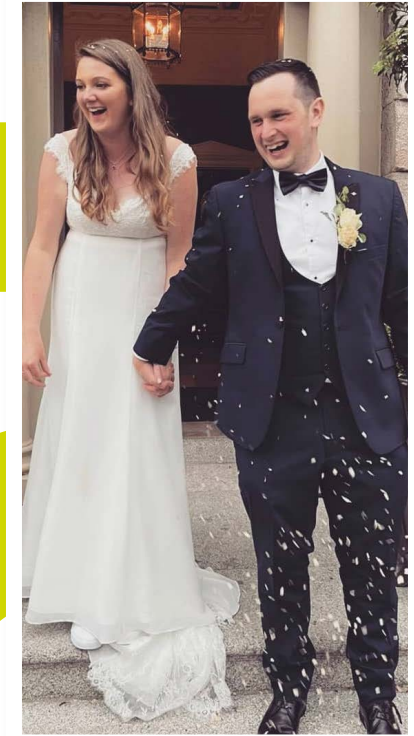
### Retail

Barnardos Retail had a successful trading year in 2021 with our loyal customers returning as soon as we were able to reopen our doors to the public. We would like to thank our team of staff and volunteers for working hard in the most challenging of times and our donors for the fantastic donations received throughout the year.

Our bridal shops proved to be very much in demand as the trend towards  **sustainable fashion** continues to grow. Many brides chose a Barnardos wedding gown in 2021, showing a willingness to invest in a worthwhile cause alongside such an important purchase. Our feedback from brides has been excellent and we look forward to continued success in this aspect of our retail operation.

Barnardos Charity Shops are sustainability hubs in local communities. Each year our retail operation prevents tonnes of textile from going to landfills by offering shoppers a sustainable choice. Our shops are a trusted place for environmentally conscious donors to donate and shopper to shop. We are committed to extending the life of donations, extracting the maximum value and meeting our focus on our triple bottom line, people, planet and profit.

Last year we were proud to collaborate with the Rediscovery Centre (National Centre for Reuse) installing a pop-up shop and participating in their Christmas fair. This has been very successful, leading to the exploration of other sustainable fashion ideas for 2022 and beyond.



'Real Bride' Shannon Kenny's gown had the perfect mix of tailored fit with a little boho nod.





Suzanne Connolly, CEO, Celene Craig, BAI Deputy Chief Executive and Paul Shepherd, Co-founder of Christmas FM. Christmas FM raised €331,515 for Barnardos to 'Give the Gift of Childhood', Dec 2021



Corporate Fundraising. Prodigy Learning and Chubb Insurance, abseil for Barnardos down the Generator Hostel Tower, Dublin. Oct 2021



Corporate Fundraising. The beginning of Rainbow Road at the Heinz Volunteer Day at Better Finglas, October 2021



Barnardos support Catherine Flynn and her family completed the Family Marathon Challenge back in February 2021. This challenge raised over €72,000 and helped to support the vital work we do every day with families all over Ireland.



In a bid to raise €1 million Aldi and the IRFU launched their very first cookbook, 'Home', with all profits going towards Barnardos, one of Aldi's official charity partners. Pictured: Suzanne Connolly CEO, Paul O'Connell, Barnardos ambassador with two little chefs.



Barnardos Big Toddle, supported by Pipin Pear was launched with the help of some of Ireland's littlest community helpers.



# Our Family Support Services



Our Family Support Services seek to enhance family wellbeing and strengthen parenting capacity to **reduce** problems later in a child's life.

**Strategy, Achievements  
& Performance**

**Reflecting on  
Future Plans  
from 2020.**



In 2020 our aim was the continuation of our work towards the high-level strategic goals committed to under our current strategy (2019 – 2021). Key future activities planned with Barnardos Children’s Services in 2021 were to include:

- The continued roll-out of Sensory Attachment Intervention training to direct services staff.  
✓ **Progressing Well**
- The development of our Digital Service Delivery Framework – which would be informed by the experience of pivoting service delivery to online platforms during the Covid-19 crisis.  
✓ **Evaluation Complete**
- The design and development of our new Children’s Services Electronic Record Keeping and Data System.  
✓ **Development Ongoing**



# Strategic Goals for 2019-2021

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

## Goal 1

The development of a suite of trauma-informed services.

## Goal 2

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

## Goal 3

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

## Goal 4

Increasing the reach of Barnardos services with a specific goal of an additional 1,000 children and parents receiving a service from Barnardos by 2021.

## Goal 5

Delivering a break-even budget by 2021.



Wherever you see this symbol, you'll see where we've adhered to meeting the UN Sustainability Goals




**Goal 1**

## The development of a suite of Trauma-Informed Services

### Trauma-Informed Practice

During 2021, we continued to make progress towards our strategic goal of becoming a trauma-informed organisation. A key aspect of our current strategy is the provision of trauma-informed services to vulnerable children and families. We recognise that the needs of children and families who experience trauma and adversity are complex and diverse, and require a variety of tailored, trauma-informed programmes. Families with complex needs will experience services that are informed by the latest evidence and that can support them to bring about significant change in their family lives. Each new member of staff at Barnardos is introduced to our trauma-informed service delivery at the induction process.

### Sensory Attachment Training

Sensory Attachment Intervention (SAI) is an integrative approach to the treatment of children and adults who have suffered trauma which

impacts their ability to cope with stress throughout life. Such trauma impedes the capacity for filtering out ‘irrelevant’ sensory experiences which result in a tendency to be sensory defensive, as the sensory systems have become sensitised to the possibility of danger. SAI promotes co-regulation and self-regulation, recognising the need to target the areas of the brain that are the source of the dysfunction. It focuses on facilitating regulation of the body senses thus enabling higher-level sensory, emotional, and cognitive functioning.

The rollout of SAI training to our children’s services staff commenced in March 2021 and five groups completed training by December. Each group will complete 10 days of training. There are 16 staff in each training group, with a mix of managers and staff attending.

### Just Right State Programme

The Just Right State Programme (JRS) was designed to help parents and their children learn about the connection between the body, feelings, thoughts and behaviours. It helps to develop strategies right for them in order to regulate and operate outside of a place of fear and to find their ‘calm’ in their heart, body and mind. The JRS programme has been piloted in four of our services. A review of the findings of the pilot was collated to inform further implementation. An implementation support group was established and meets frequently with newly trained staff, experienced staff from the pilot sites, Best Practice staff and managers.

### Breath, Body, Mind

Breath-Body-Mind (BBM) is an evidence-based trauma-informed approach that focuses on breath work through movement. The programme consists of a number of practices that balance the nervous system. It helps to reduce stress,

tension, irritability; improve sleep; improve mood, energy, attention, mental focus; enhance relationships; increase resilience and coping mechanisms and relieve anxiety, stress restlessness.

On 3rd March 2021, 50 Barnardos staff attended the introduction to Breath, Body and Mind training. A second 12-hour introduction workshop took place in September 2021 and level 1 teacher training commenced on 1st November, with

### Key Performance Indicators for 2021

Delivery of trauma-informed training to Barnardos direct services staff.

✓ **Progressing Well**

Suite of Trauma-Informed Services written up and delivered. ✓ **Progressing Well**

Barnardos Digital Service Delivery Framework developed.

✓ **Evaluation Complete**

30+ participants. The level 1 course included staff who attended the introduction workshops in March and September.

To support embedding the practice, there were weekly classes led by BBM teachers for participants who have completed the introductory workshop. We have also introduced 20 minute BBM sessions for all staff on a Wednesday and Friday each week.

**This is Me**

The development of Barnardos’ new Trauma-Informed Individual Work with Children Programme called ‘This is Me’ progressed well in 2021. Following a successful pilot in 2020, the programme was rolled out to all Barnardos sites during 2021 with four sets of two-day training delivered in 2021. Following this training, staff have started using the new This is Me programme. A programme manual has been developed and designed ready to support staff in their implementation of this new way of working.

We plan to evaluate the service to explore its effectiveness and impact in 2022. The methodology for this

evaluation has been designed and the materials are currently being finalised.

**Digital Service Delivery Framework**

In response to the global pandemic, Barnardos adjusted our normal ways of working to ensure that parents and children received the service they needed. This included delivering services through digital platforms. In 2021, we took time to take the learning from this blended way of working to consider how we can connect with families in a variety of ways. We secured funding from Rethink Ireland to evaluate our digital service delivery and to develop a Digital Best Practice framework.

An evaluation of Barnardos digital response took place and this included primary and secondary research. A literature review of national and international best practice service delivery was also completed. A survey of children’s services staff reviewing their experience of delivering services online. A parent’s survey and a children’s survey (139 participants) were also carried out to capture parents’ and children’s

experiences of online delivery. While the full findings will be published in early 2022, it is clear from the survey that service users and staff embrace the flexibility offered by online working, albeit both stating that face to face is their preferred way of working. 88% of parents say they enjoyed participating online, and 83% would like to see it continue beyond Covid-19. 78% of parents/adults rated their online experience with Barnardos as ‘5 star’, as did 50% of parents when rating the service their child had received. 40% of children said they preferred online (given flexibility and overcoming

geographical barriers) with 60% favouring the face to face interaction.

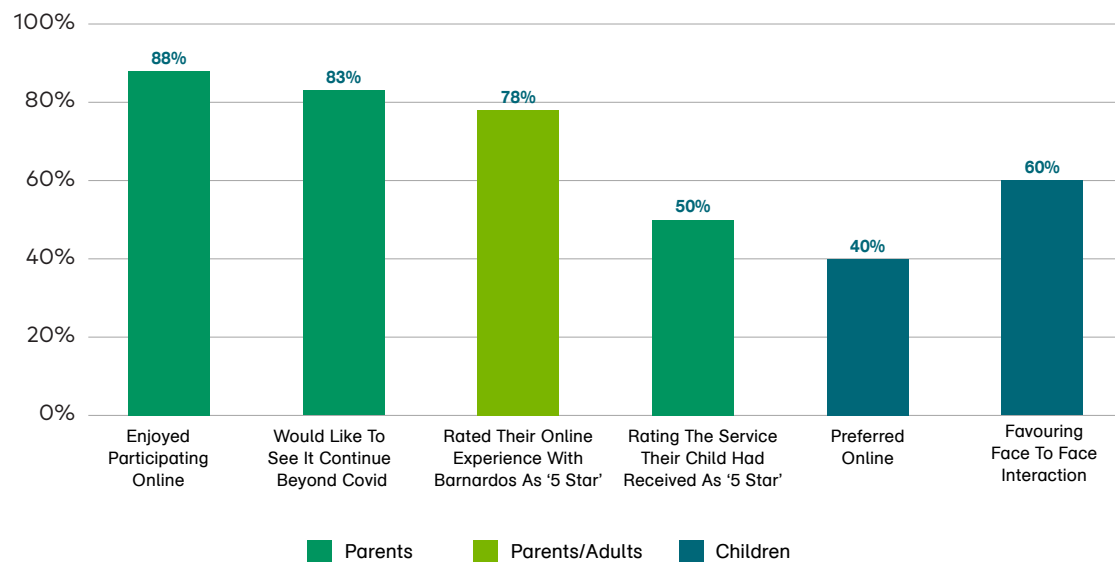
Building on the information received from the staff survey, consultation groups commenced with 19 groups from across Early Years, Family Support and Specialist Services. A short video representing children’s experiences is being developed based on the feedback received from children.

The findings from the evaluation have informed the design of Barnardos Digital Practice Framework, including a set of guiding principles that will

inform decisions for the use of digital forums as an additional tool for children’s services staff. The framework is near completion and will be launched in early 2022.

A training and development plan was developed and training has been provided including a webinar series which took place over November and consisted of five webinars to support staff in working therapeutically online with children and families.

**Parents' and Children's Experiences of Online Delivery**



## Goal 2

# The provision of Trauma-Informed Family Support, Early Years, and related Specialist Services to a high and consistent quality across Ireland

### Spotlight on Quality-Supervision Audit

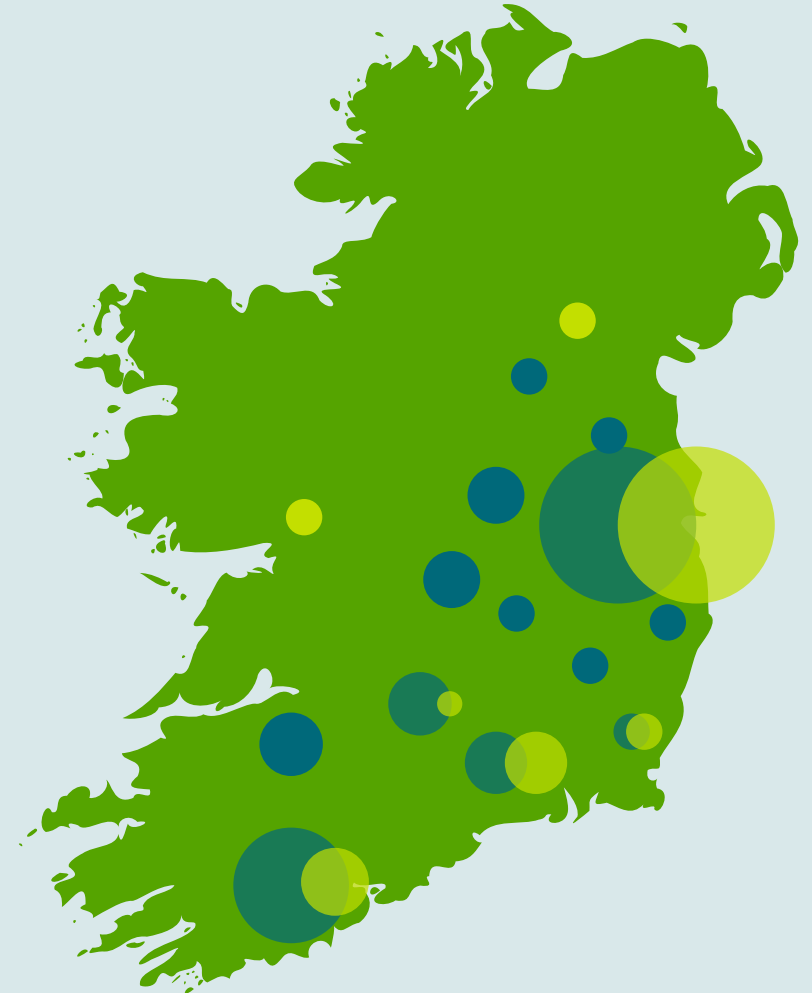
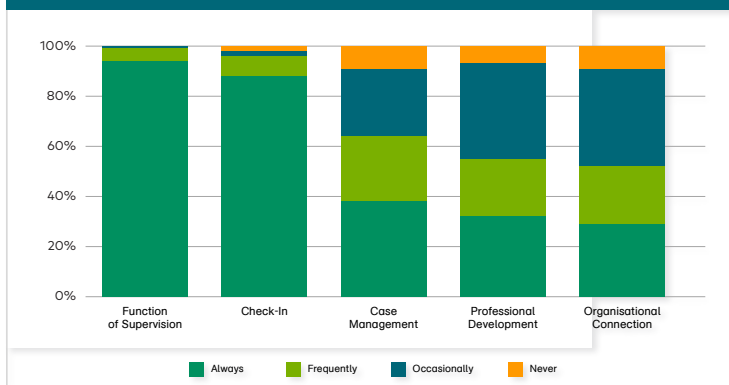
During 2021 we completed an audit to assess the delivery of supervision for our direct service provision staff, in line with our supervision policy to consider issues such as frequency, length, process, location and function.

The findings from the supervision audit were very positive with the majority of staff reporting that they had frequent supervision sessions, had a good relationship with their supervisor and were receiving supervision in a comfortable environment. The key functions of **supervision of case management** and check-in were met in the majority of instances as outlined here:

In 2021 we delivered the following services across Ireland.

- 30 Family Support Services
- 7 Early Years Services
- 19 Specialist Services

Key Functions Of Supervision Of Case Management And Check-in



## Goal 3

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

#### Lucan Evaluation

An external evaluation was conducted of the Lucan Family Support Service which aimed to extend and deepen our understanding of the impact of the service and to gain insight into local area needs. The evaluation involved a parent survey and interviews with children, service providers and local stakeholders, whilst secondary analyses of Barnardos' Needs and Outcomes records for clients of the service and public data on social deprivation were also conducted.

Lucan was identified as an area with a growing population and increasing deprivation, as well as an ethnically diverse community. Both quantitative and qualitative data revealed **benefits for parents** and children in receipt of the family support service in Lucan. Key local stakeholders (e.g. referrers, service providers) highlighted hidden disadvantages within Lucan and the need for family and child-focused supports in the area.

The evaluation found that both parents and children benefited greatly from the service and held the service and staff in very high regard. Stakeholder interviews (from referrers and local services) highlighted the positive impact of the Barnardos Lucan Family Support Service on their work and on families they work with, the hidden disadvantage within the Lucan community, and the needs of the service to be expanded and for additional services to be made available in the area.

#### Key Performance Indicators for 2021

- Conduct two evaluations to demonstrate the impact of Barnardos interventions on participating children and families. ✓ **Evaluation Complete**
- Pilot and delivery of mechanism for measuring impact (standardised outcome measures) across Barnardos services. ✓ **Pilot Complete**
- Tender and selection of new Children's Services Electronic Record Keeping and Data System. ✓ **Complete**



## Post-Adoption Service Evaluation

A large-scale external evaluation of the Barnardos post-adoption support service was conducted by Queen University School of Social Sciences, Education and Social Work. This research involved online surveys and in-depth interviews with adoptive parents, children and professionals. The survey highlighted very high levels of satisfaction with the service amongst parents (204) and professionals (22). Qualitative interviews with 12 teenagers (aged 12 - 18 years) and their parents, as well as five professionals who had referred to the service, emphasised the positive impact of the services provided. The findings included:

**96%**  
Satisfied with parent's workshop

**82%**  
Found improvement with issues

**95%**  
Found the webinar useful

**100%**  
Found children's workshop helpful

**90%**  
Professionals found the service helpful to referred families

**97%**  
Satisfied with the helpline

- 95% of parents said they were satisfied or very satisfied with the service
- 97% said they were satisfied or very satisfied with the helpline response
- 96% said they were satisfied or very satisfied with the parents' workshops
- 100% of parents found the children's workshops helpful to very helpful for their 8 to 11-year-olds while 86% found the teen group helpful for their 13 to 15-year-olds
- 82% of the overall figure found some to significant improvement with their presenting issues through their contact with the service
- Of the 22 professionals, 90% felt the service had been very helpful to the families they had referred with none responding that they saw no improvement in the adoptive families' ability to cope

The report was successfully launched on the 15th of October with the event attracting over 120 delegates. A powerful interview with a mother and daughter who are engaged in the Post Adoption Service was a key feature of the launch, which is [available to view here](#)

## Evaluation of the Childhood Domestic Violence and Abuse Project

The evaluation of the Childhood Domestic Violence and Abuse project was conducted by the School of Social Work and Social Policy Trinity College Dublin. This review examined the project's aim of increasing the visibility of childhood domestic abuse in Ireland, in order to inform the future development of the initiative. An online survey was administered to all CDVA project members, whilst semi-structured qualitative interviews with key members of the core project team were also conducted. The triangulated findings of the review point to the successful delivery and implementation of the Childhood Domestic Violence and Abuse Project, as evidenced by the overwhelmingly positive perceptions of the project and its continued work. Most importantly, the project was viewed as helping to create a community of like-minded practitioners with a shared goal and interest in increasing the visibility of childhood domestic violence and abuse in Ireland. Overall, the initiative was highlighted as a developing project at a key juncture which was

helpful in keeping children 'front and centre' and reaching a wider audience through education and knowledge sharing.

Key recommendations from the report include:

- The continuation of the Childhood Domestic Violence and Abuse project should be continued
- Sustained focus on increasing the visibility of childhood domestic violence and abuse
- Continued emphasis on capturing the voice of the child and creating opportunities for participation by children and young survivors
- Key recommendations for future work were made which focus on: the continuation of the projects, further opportunities to training and networking, participation of children and young people and the implementation of the project long term

## Electronic Record-Keeping

During 2021, we continued on our journey to source a new electronic record-keeping system (ERK). A project team and a children's services working group were established and a project management plan was developed. In early 2021 we went out to tender to find a provider/developer to work with us to develop the new system. We selected a preferred provider from the eight vendors who submitted proposals. Following several months of intensive discovery discussions between Barnardos' ERK team and the provider, a discovery document was received at the end of the year. This was reviewed to ensure all our requirements were identified and documented.



**Goal 4**

## Increasing the Reach of Barnardos' Services

We submitted five successful applications for funding from the new Health Services Executive (HSE) and Department of Health initiative to deliver universal and evidenced-based parenting programmes as part of a community health and well-being initiative developed under Slaintecare. The aim is to improve access to evidence-based parenting programmes for families with children aged 0 – 12 years with a particular aim to **engage those with greater needs.**

The new Barnardos parenting programme sites are located at Athlone, Dublin, Wexford, and Tipperary. We are in the early stages of this initiative, attending national briefings and recruitment of staff.

As with 2020, delivery of our face to face programmes in primary schools was severely impacted by the ongoing prevalence of Covid-19 and

the resulting school closures, travel and social distancing restrictions. The numbers availing of Roots of Empathy (ROE) dropped again to 1,803 children compared to 8,344 in 2019 before the pandemic started. In response, Roots of Empathy International developed a 20-week recovery 'virtual' programme which Barnardos was able to offer schools in addition to the traditional programme, which is a 27-week classroom-based programme where the baby and their parents visit on a monthly basis. This year, 34 Roots of Empathy recovery programmes were delivered to classes between March and May 2021, and another 73 schools participated in Roots of Empathy from September to December 2021.

### New Barnardos Parenting Programme Locations

Dublin

Athlone

Wexford

Tipperary

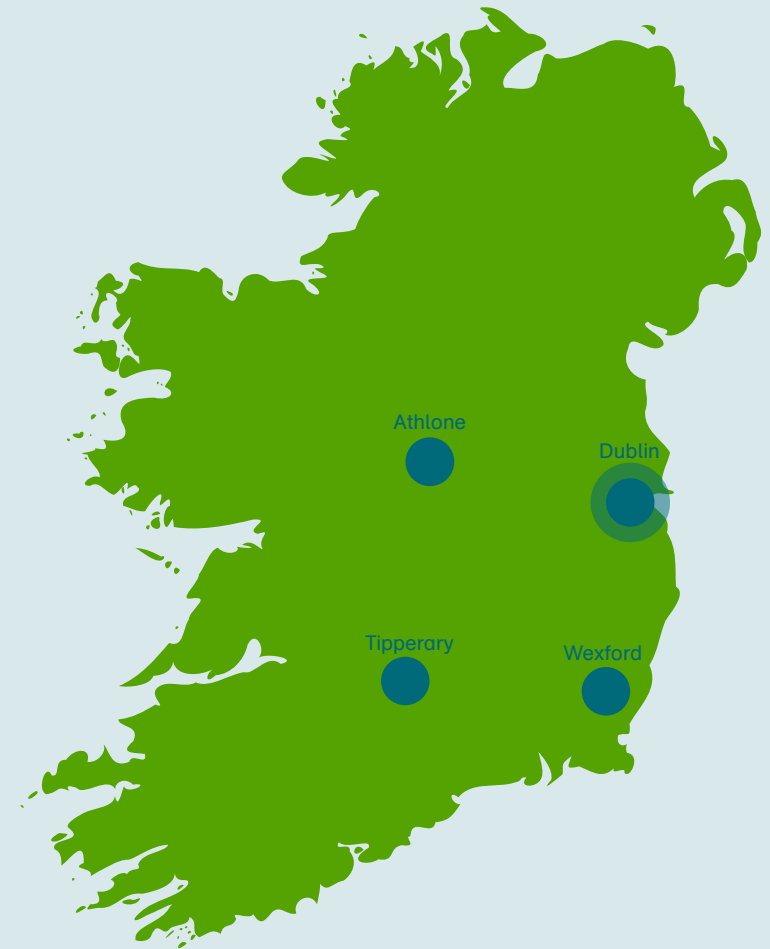


**Sustainability Goal 10**

### Key Performance Indicators for 2021

Expand our reach with a specific goal of reaching an additional 1000 children and parents by 2021.

**✓ Complete**



New services locations

## Goal 5

### Financial stability

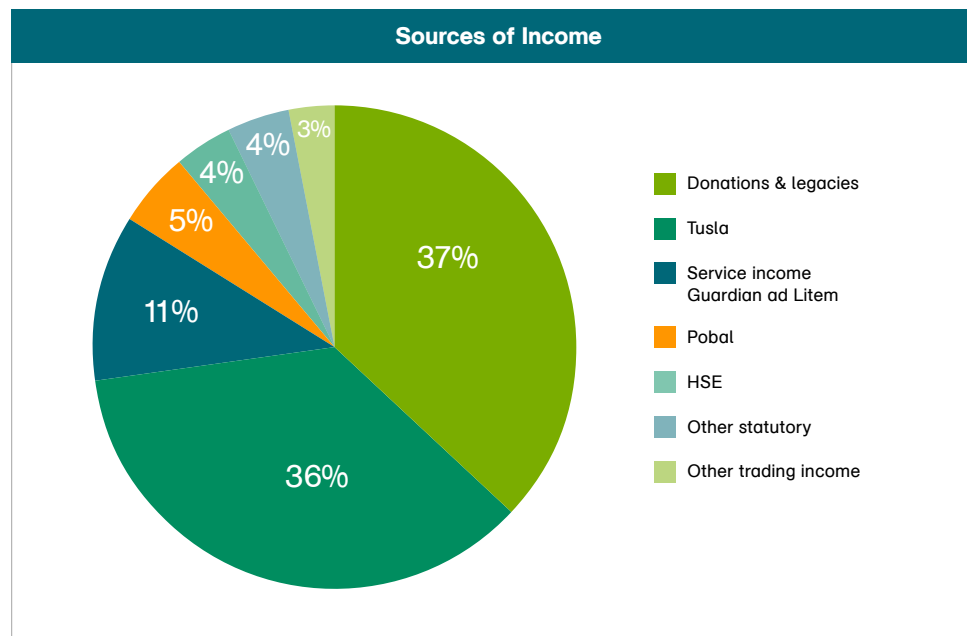
Barnardos' goal to achieve breakeven over the course of the strategic plan culminated in 2021 with an organisation income of €27.6m and outgoings of €25.4m. Barnardos has achieved breakeven as a result of public generosity in response to the Covid-19 pandemic, high performing fundraising campaigns and the resonance of our message with the public. While delivering this voluntary funding, we continued to maintain a strong, diversified income base with a balance across Individual Giving, Partnerships, Philanthropic Income and Events.

Barnardos has been awarded 'Triple-Lock' membership from Charities Institute Ireland, which demonstrates our commitment to best practice in all aspects of good governance, transparency and fundraising. Barnardos is committed to maintaining high standards of corporate governance and has taken action to ensure that the organisation is fully compliant with the principles outlined in the Charities Governance Code issued by the Charities Regulator of Ireland.



Best Practice in Transparency and Accountability

Barnardos reserves are managed in accordance with the organisational reserves policy and the Board reviews the level of reserves held periodically. The reserves had gradually depleted over the course of the recession with our priority being to maintain our service delivery to children and families. Ensuring that our reserves remain at an appropriate level in line with operational demands is key to our sustainability. Restricted reserves will be utilised as soon as reasonably possible, and the new strategic plan (2022 –2027) will include investments in fundraising activities, systems and service activities that would reduce designated reserves from the 2021 levels.



#### Key Performance Indicators for 2021

- Deliver a breakeven budget by the end of 2021  
✓ Complete
- Deliver a diverse range of income streams.  
✓ Complete
- Ensure continued compliance with statutory and funder requirements.  
✓ Complete
- Comprehensive review of reserves policy.  
✓ Complete

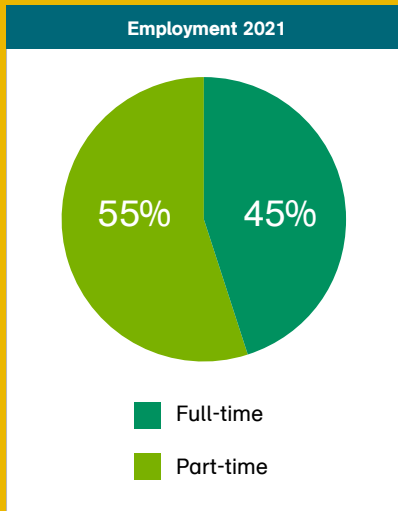


**Volunteers and community employment workers demonstrated great resilience and commitment.**



## Employees

At the end of 2021, we had 458 employees (45% full-time, 55% part-time). Our average employee numbers were 434 (2020: 426).



2021 started with a prolonged period of restrictions and our employees, volunteers and community employment workers demonstrated great resilience and commitment. Following on from 2020, they continued to adapt in providing services for children and families. Our teams in Direct Fundraising and Retail Operations were particularly affected by the public health restrictions. All staff were retained in employment in 2021, with 15 of the 458 staff placed on the Employment Wage Subsidy Scheme (EWSS).

When retail and fundraising activity recommenced in line with the lifting of public health restrictions, these staff fully re-engaged with Barnardos and came off the EWSS.

As an essential service, our teams worked to ensure that we delivered our services safely and in line with government guidance. Our Covid-19 risk protocols were **continually reviewed for each service and support activity**, in accordance with changing public health guidelines. Our lead workers continued to ensure that this occurred in each of our locations, with refresher training sessions to support them in their roles, in addition to ongoing support from Human Resources (HR). All new employees continued to receive Covid-19 training as part of our induction process.

Our teams' well-being was paramount this year so that they could continue to progress in their roles to the best of their ability. We provided a range of weekly webinar sessions to support their mental health and provide an opportunity to connect with other

members of the team. Something which proved very popular amongst those who attended.

In 2021, we communicated the results of our Employee Survey and provided our employees with the option to comment on its findings and suggest areas for improvement. More than 57% of staff completed the survey. Over 90% of respondents expressed that they are proud to work for Barnardos and are committed to doing what is required to help Barnardos achieve its goals and objectives. Employees responded positively across the areas of teamwork, feeling valued and respected, and how we worked during the pandemic. We will take this feedback, including employee suggestions, into our strategic planning process.

Due to Covid-19 restrictions, training continued in an online format which reduced travel time and the expenses associated with it.

The appetite for and acceptance of online self-learning opportunities

for staff increased dramatically over the year. As a result, this became a more common training option with Data Protection, Covid-19 New Star, Fire Warden and Manual Handling theory training all provided in this format. Barnardos is using the staff intranet/ trainer portals to enhance this self-learning on some training topics related to our trauma-informed training plan such as Therapeutic Treasure Box, Cultivating Self Compassion and Creative Mindfulness for Children. Feedback from staff has highlighted that they would like more self-learning opportunities outside of set sessions in order to facilitate varied work schedules. Regarding online webinar training, staff feedback also suggests they appreciate a smaller group and regular breaks, as well as the inclusion of creative or interactive methods within the training, to help with focus and attention.

We continue to strive to be an employer of choice with attractive terms and conditions. We paid an incremental salary increase to staff

(who were not at the top of their pay scales) with effect from 1st September 2021. We have continued to offer an attractive work-life balance and leave arrangements, including additional flexibility for our employees facing the challenges of balancing their home and work life. In addition, we offered wellbeing days to encourage employees to take time out and to help them manage the personal and professional challenges facing them as a result of Covid-19.

Our absence rate was down to 3% in 2021 (3.7% 2020).

Barnardos engages a number of contractors in our services. Our external training is delivered through a combination of staff and contractors, the contractors being on our External Training Panel. Our Guardian ad Litem service also engages contractors to provide this essential service alongside our staff. The Guardian ad Litem are court-appointed.





Deni Regan volunteers 3 days a week in our Kilbarrack charity shop

## Volunteers

Over the course of 2021 we were very pleased to be able to successfully recruit 22 new volunteers. These new volunteers commenced in a variety of roles including taking part in the Roots of Empathy programme, Children's Bereavement Service Helpline, breakfast clubs, parent and toddler groups and in our shops. At the end of 2021, there were 213 volunteers (2020: 222) involved in a range of Barnardos activities.

In 2021 we maintained contact and connection with over 100 volunteers in our Wizards of Words Reading Programme (WoW) by adjusting the service and moving it online. In October we were delighted to see that half of the schools, where we run the WoW Programme, were happy to re-establish the face to face programme and they have welcomed back some of our volunteer reading tutors to their schools. In these schools, we made adaptations to the programme to comply with the school's and workplace guidelines, as well as ensuring that every step was taken to resume safely. The other WoW schools opted to continue to have the programme virtually once a week.

The Covid-19 pandemic continued to have a significant impact on volunteers supporting Barnardos services, offices and shops. Unfortunately, since the start of the

pandemic 101 volunteers (70 in 2020 and 31 in 2021) finished with the organisation. The main reason for this shift was due to risks associated with the pandemic. While availability and circumstance changes meant others were no longer available to volunteer.

Maintaining regular contact with volunteers has been prioritised for both those who have and have not been able to return to their roles. We do this through a variety of means including the sending of birthday cards, as a reminder to them that they are still an important part of the Barnardos family. We look forward to welcoming returning volunteers in 2022.

We plan to resume regular visits by our Volunteer Coordinator to meet with the volunteers in their various roles. Once public health restrictions lift further there will be a requirement to significantly increase

our volunteers again, in line with previous years. All new volunteers are contacted by phone and email to see how they are getting on in their volunteer role.

We will resume publishing our VTalk newsletter which used to be issued twice a year pre-Covid-19. This is a volunteer specific communication that keeps them up to date on what is happening with Barnardos, details on our latest policy campaign, fundraising initiatives and how individual services relate to their role.

All of our volunteers receive ongoing training and support in their role. They are supervised by both a staff member involved in the project they are a part of and a dedicated staff member who looks after volunteers. We ensure that volunteers receive a copy of any internal vacancy notices so that they can apply for a role if they wish.



## Placements

We welcome third level students in placements from courses that cover subjects such as early childhood care and education, social care, community and youth work. In 2021, due to the impact of the Covid-19 -19 pandemic we could only facilitate 13 third level students on across Barnardos. We look forward to increasing the number of placements across Barnardos services in 2022 and beyond.

Prior to Covid-19 Barnardos offered work experience to Transition Year (TY) students **in our shops only** as the work in services is not appropriate for students under 18. The lifting of public health restrictions will allow us to resume offering TY students work experience in our shops. All of our shop staff and volunteers are Garda Vetted so TY students will only ever be supervised by a person with this clearance.

## Community Employment Schemes

At the end of the year there were 41 participants on Barnardos Community Employment (CE) Schemes. There were six others placed with Barnardos through other schemes to make a total of 47 participants. Barnardos works to give participants the opportunity to gain **valuable work experience** in locations and activities nationwide. In the past, we have taken on former participants as employees through the normal recruitment process.

 **Sustainability Goal 4 and 8**





# Our Early Years Services



**Barnardos' Early Years Services are warm, welcoming and engaging. They support children to learn, develop, and increase their readiness for school.**

John loves toast. When he attended our breakfast clubs, it was his favourite thing to have. He would rush over to the breakfast table and even before he was asked what he'd like for breakfast, 'toast' was always already out of his mouth.

Sandra, his Barnardos project worker, would then ask him what he would like on his toast; marmalade, butter, jam - strawberry or blackberry? Sandra made sure he got what he wanted and that he had plenty of choice. Breakfast was his favourite meal.

In the run up to his birthday, John was asked what he'd like for his birthday present. He said he'd like the Barnardos toaster. Sandra asked John why he wanted a toaster, he said it was the only time the adults

listened to him. He felt he had control over this one thing in his little life. His parents loved him, but they were struggling themselves and they weren't in a position to have lots of options when it came to food.

Sandra organised a voucher for John's parents, so they were able to source a green toaster for him, just like the one at Barnardos. John was delighted with his gift and that his parents now spoke to him about the things that he felt were important in his life. It is thanks to you that children like John can have a full tummy before going to school, and that they can find their voices in a sometimes hectic world.

**Sandra asked John why he wanted a toaster, he said it was the only time the adults listened to him. He felt he had control over this one thing in his little life.**



# Overview of Barnardos Services 2021



During 2021, a total of 16,831 children and parents benefitted from Barnardos' targeted family services.

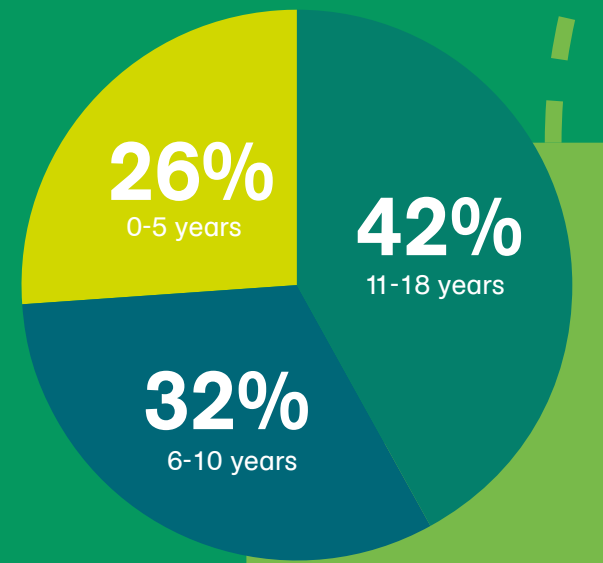




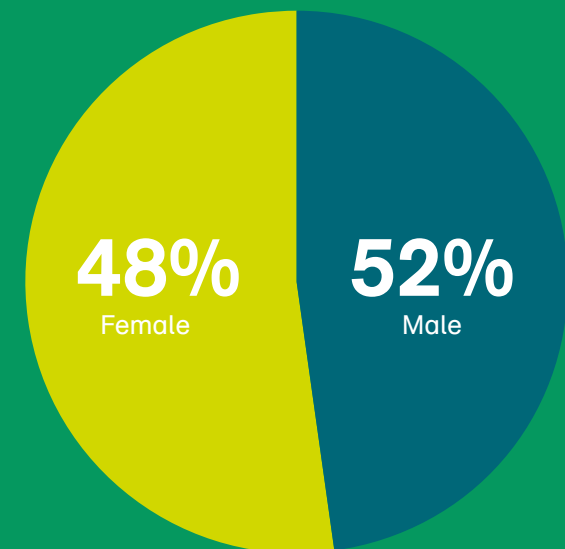
## Referrals

<b>Total Number of Referrals</b>	<b>Total of 6416</b>
Children	3281
Parents	3135
<b>Sources of referrals</b> <b>Total of 100%</b>	
Tusla	46%
Self-referrals	25 %
Voluntary Agency	10%
HSE	10%
School	7%
Other	2%

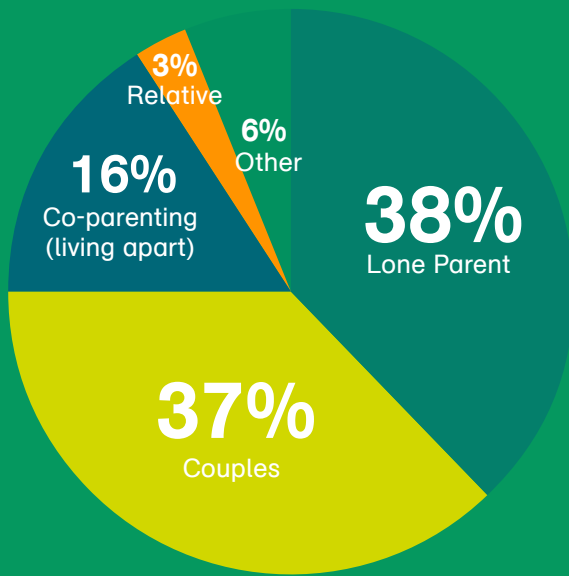
## Age Range of Children



## Gender of Children



## 2021 Family structure



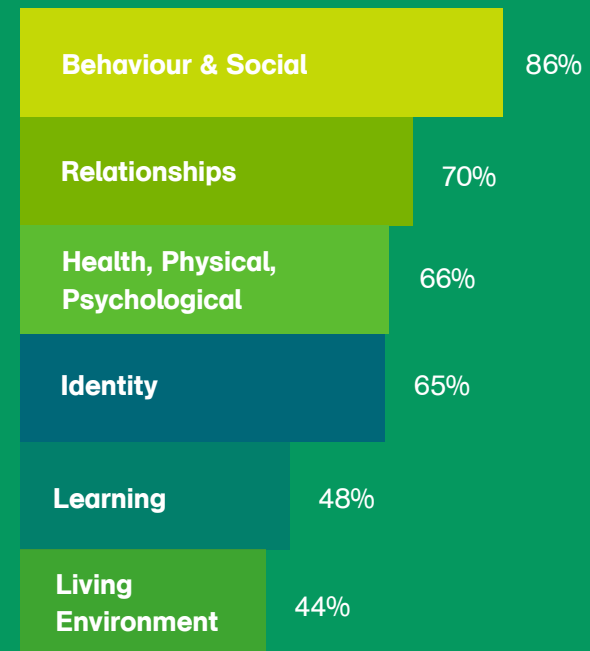
### Needs of children and families

Needs	2021
Behaviour & Social	91%
Relationships	81%
Identity	78%
Health, Physical, Psychological	77%
Learning	50%
Living Environment	42%

### Top 5 services offered

Service type	Number of service users
Individual Work with Parent	46%
Assessment	25 %
Practical Support	10%
Interagency meetings	10%
Parent + child / family / sibling	7%

### Outcomes following support



## Internet Safety 2021

  
**95**  
Schools

  
**8,580**  
Children virtual  
workshops

  
**422**  
Workshops



  
**Barnardos**  
Online Safety  
Programme

  
**3,600**  
Children face to  
face workshops

  
**20**  
Webinars for parents  
(533 parents)

**We focus on vulnerable children who have experienced adversity in their lives.**





## Looking Forward – Barnardos’ Plans for the Future

In 2021 Barnardos began the development of our new strategic plan (2022 – 2027). Our primary concern will continue to focus on vulnerable children who have experienced adversity in their lives.

The development of our new strategy will be informed by the current social, political and economic context for children, a refreshed assessment of the level of need affecting children and our responsibility in raising awareness of the issues facing the most vulnerable families in Ireland.

Barnardos will continue to support children and parents as we deal with the ongoing effects of the pandemic. Through our research and our frontline services, we are critically aware of the impact this crisis has had on the social and emotional development of children.

Our strategic framework is centred on our core values and builds on the solid foundations of our vision, mission and goals for service delivery.

## Our Five Priorities

- 1. Demonstrate a tangible and meaningful difference in the lives of vulnerable children**
- 2. Apply evidence and knowledge in all aspects of our work**
- 3. Raise public awareness through relevant campaigns, shaping policy and practice**
- 4. Deepen our understanding of the needs of vulnerable children and families through our research and evaluation.**
- 5. Build future funding sustainability**

## Key Activities for 2022

- **Delivery of new services across Barnardos**
- **Expansion of existing services across Barnardos**
- **Development and implementation of our Children's Services Data System**
- **Ongoing trauma-informed and professional development training to staff**
- **Continuing to evaluate services to demonstrate our impact and effectiveness**

We are committed to supporting and working in the context of the UN Sustainable Development Goals (SDGs) and the EU Strategy on the Rights of the Child and European Child Guarantee Policy Framework.

We will further strengthen our relationships with statutory partners and funders, government departments and colleagues in community and voluntary agencies to identify needs and provide effective responses.

We will grow and expand our quality assurance training.

We will continue to work with and develop new philanthropic

partnerships with like-minded organisations that share our values and vision for children and families in Ireland seeking creative solutions for complex problems.

We will engage with the political system in order to ensure that key policies and the allocation of funds reflect the needs of vulnerable children, parents and families across Ireland.

With the ongoing support and generosity of our donors, we will continue to give a platform to vulnerable children and ensure their voices are heard.

**“Alone we can do so little:  
together we can do so much”  
– Helen Keller.**

# Structure, Governance & Management



## Structure

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

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

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





## Governance and Management

### Barnardos Board

Members of the Board are elected by the members of Barnardos at the Annual General Meeting and, subject to early retirement, serve for a three-year term which may be renewed once (a total of six years). The Board has the power to appoint directors in the interim until the next Annual General Meeting. The CEO is not a Board member and attends board meetings in an ex-officio capacity.

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

The Board met six times in 2021 (five times in 2020), with an attendance of 82% (2020: 85%). An additional strategy meeting was held prior to a board meeting in 2021. Attendance of members is noted below. Members of the Board are available to consult with and have met on a number of occasions during the year, either individually or in groups, to consider particular issues Barnardos wished to

address, in addition to the scheduled Board meetings. The full Board has been fully apprised of any such discussions and Board decisions sought where relevant.

Due to Covid-19 the AGM, the Board and Committee meetings were all held virtually. The Board and Committees adapted and continued to contribute remotely in 2021, with new Board members yet to meet all other board members outside the virtual meetings, which has created a dynamic familiar to many over the pandemic. Barnardos is appreciative of how the Board and Committees responded to the continuing changing requirements over the year and continually supported and guided the charity through a rapidly evolving and uncertain environment, through which Barnardos provided continuous services.

In accordance with the constitution of Barnardos, two Board members with six years' involvement at Board level resigned during the year. Barnardos is very grateful for the considerable time, expertise and insightful support given by

Miriam Hughes both as Board member and subsequently as Chair where she guided the organisation through uncertainty at the start of the pandemic. Phelim O'Leary's contributions were informative and his acumen helped direct Barnardos over his six years with the charity.

The Board also notes the unanimous election of Martin Dobey as Chair following a nomination and election process. Gary Joyce was elected as Vice-Chair as part of the same process, following Martin's standing down as Vice-Chair and Treasurer. Ivan Fox took on the mantle of Treasurer and the new Chair of the Finance Committee.



## Barnardos Board

Name	Meeting attendance in 2021	Length of service*	Profile summary - a full bio of the board can be found on the Barnardos website
<b>Dr Louise Crowley</b>	5/6	3.5 Years	Louise is a Senior Lecturer in Family Law at the School of Law, UCC where she is the Director of the LLM (Child and Family Law), the LLM (Practitioner) and the Family Law Clinic.
<b>Martin Dobey (Chairperson)</b>	6/6	3.5 Years	Martin is a Chartered Accountant and was the CFO at KPMG Ireland from 2006 to 2017. He retired from KPMG in May 2017.
<b>Jane Forman</b>	6/6	5.5 Years	Until 2017, Jane was Programme Executive with the Children and Youth Programme of The Atlantic Philanthropies. Prior to this, she held senior management roles with the Rehab Group and FAS.
<b>Ivan Fox (Treasurer)</b>	6/6	3.5 Years	Ivan is Chairman of InvoiceFair Limited, a technology-enabled provider of working capital to Irish SMEs. He has over 26 years of experience in investment management and financial services.
Miriam Hughes (retired on completion of her term, July 2021)	2/2	6 Years	Miriam is an ex CEO of DDFH&B, a seasoned marketer and part of the communications industry for over 30 years. She is currently running a strategic business consultancy company, is an INED for a number of companies, including Bus Eireann, and is a fully qualified Chartered Director from the IOD in London.
<b>Irene Gunning</b>	2/6	2.5 Years	Irene is a former CEO of Early Childhood Ireland (CDI) and prior to that Irish Preschool Playgroups Association (IPPA). Irene has been a practitioner and trainer in the sector as well as having management and relevant strategic skills.
<b>Gary Joyce (Vice Chairperson)</b>	5/6	1 Year	Gary is Managing Partner of Genesis which she co-founded, where she has contributed to the creation and development of many of Ireland's leading companies and brands.
<b>Maria Kelly</b>	5/6	3.5 Years	Maria is a barrister practising mainly in employment law. She has over 25 years of experience working as a senior executive in human resources and general management.
<b>Kenneth Kennedy</b>	6/6	1 Year	Ken is Director of Information Technology for the Sisk Group and has 30 years of experience in the IT industry with expertise in leading teams and change agendas.
<b>Sue Lamon-Diver</b>	4/6	2 Years	Sue has worked in the communications industry since 1987. She is currently Group Director, Employee Experience for Smurfit Kappa and brings a wealth of knowledge in marketing and communications to the Board.
<b>Gary McGann</b>	3/6	5.5 Years	Gary is an accountant, a Board member of The Ireland Funds and the Chairman of Flutter. He is the former CEO of Smurfit Kappa and Aer Lingus.
<b>Paul O'Faherty</b>	4/6	2.5 Years	Paul is an actuary and is an independent non-executive director of a number of companies in the financial services and not-for-profit sectors. He also acts as a strategy consultant and an executive coach.
Phelim O'Leary (retired on completion of his term, July 2021)	2/2	6 Years	Phelim is a founder and one of the original Directors of Behaviour & Attitudes. His career, spanning over 30 years, has seen him at the forefront of the development of qualitative research, not only within the company but in Ireland.
<b>Trevor Spratt</b>	6/6	3.5 Years	Trevor is a Professor in Childhood Research at Queen's University Belfast and is a Director of the Children's Research Centre at Trinity College Dublin.

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

## Barnardos Board Committees

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

### Audit and Risk Committee

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

This Committee consists of two Board members and at least two other members, one with Children's Services experience and another with financial experience.

Susanna Lyons resigned from the committee during the year, due to changing work commitments. Susanna's contributions to the Audit & Risk Committee, in particular, her experience and knowledge of risk management have started Barnardos on a substantial refresh and reassessment of risk. The Board is considering the appointment of the second board member to the committee, on completion of an active board review.

The Committee meets at least four times a year in advance of Board meetings. The CEO is in attendance along with required members of the Senior Management Team. The external auditors are present at meetings each year, to report on the findings of the audit. A preliminary meeting to discuss the audit approach is held with the Committee and/or the Audit & Risk and Finance Chairs as schedules permit.

In 2021, the Committee met six times (2020: 6), attended by 84% of the members (2020: 91%). The items reviewed and approved by the Audit and Risk Committee included the risk register, the programme of internal audits, internal and external audit

reports. A schedule was approved to ensure risks were reviewed on a rotating basis and key codes and governance reviews were performed on a cyclical basis.

The significant new risk in 2020 of the response by Barnardos to provide ongoing service delivery and support activities during Covid-19 continued to be closely monitored and queried by the Committee during 2021. The Committee considered the steps taken by the Charity to continue operations as an essential service throughout the Covid-19 pandemic and how staff and service users would be protected while maintaining the service. The Covid-19 risk was assessed alongside the ongoing increased emphasis on the risk management process at Barnardos. This resulted in further clarity and deeper evaluation of key risks and has been reflected in an updated Risk Management Internal Audit policy. There was particular deliberation and discussion on the risk appetite statement during the year. Additional policy reviews were accomplished on Petty Cash and Cash Handling, Purchasing & Payments, Investment, Treasury and Reserves policies.

Updates on policies such as Protected Disclosures, Data Protection, Anti-Bullying & Harassment and Annual Leave policies were completed. Governance items renewed in 2021 included the annual review of the Governance Code, Fundraising Charter (two elements of the Triple Lock) and Directors Compliance Statement. With a considerable amount of work scheduled an additional meeting was held in April.

The Committee continued to receive updates on the progress of the Fundraising system implementation. The Committee also engaged in the process to assess and select a preferred supplier for the replacement of the Electronic Record-Keeping (ERK) system.

## Audit and Risk Committee

Name	Meeting attendance in 2021	Length of service
Paul O'Faherty (Chair/Director)	6/6	3 Years
Ciaran Fitzpatrick	4/6	1 Year
Jennifer Gargan	5/6	5 Years
Jan Gritzmann	6/6	2.5 Years
Irene Gunning (Director)	4/6	2 Years
Susanna Lyons (retired in 2021)	1/6	3.5 Years
Michael Shelley	5/6	5 Years

## Finance Committee

Name	Meeting attendance in 2021	Length of service
Martin Dobey (Chair/Director) (resigned from Committee July 2021)*	3/3	3.5 Years
Ivan Fox (Director) (appointed Chair July 2021)	4/5	7.5 Years
Helen Kelly	5/5	1.5 Years
John Kelly	5/5	2.5 Years
Adrian Moynihan	3/5	1 Year
Maeve Power	3/5	2.5 Years

## Nominations Committee

Name	Meeting attendance in 2021	Length of service
Miriam Hughes (Chair/Director) (retired July 2021)	3/3	3.5 Years
Dr Louise Crowley (Director)	3/3	4 Years
Maria Kelly (Director)	3/3	3 Years

### Finance Committee

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

Martin Dobey resigned in 2021 due to his election as Board Chair\*. The Board Chair under the Terms of Reference is not permitted to act as Chair of the Finance Committee. Martin stepped down from the Finance Committee having contributed with his considerable experience and perceptive counselling in his role as Finance Chair. The other Board member on the Finance Committee, Ivan Fox has been appointed Treasurer in Martin's stead.

In 2021, the items considered and approved by the Finance Committee included Staff Purchasing & Payments, Cash Handling & Petty Cash. **A holistic approach** was taken to work on Treasury, Investment and Reserves policy to ensure consistency of approach between these overlapping policies.

A new Investment approach has been recommended to the Board, to consider alternatives for the allocation of longer-term reserves. The Audit & Risk Committee in their role as noted, provided input on these policies. During the year the Committee continued to place a lot of emphasis on and monitored the impact of Covid-19 on fundraising and the finances of Barnardos. The 2022 budget was proposed to the Board and approved by the Board at the December 2021 meeting. The Committee held five meetings in 2021 (2020: 5), with an attendance of 82% (2020: 77%).

### Nominations Committee

The role of the Nominations Committee is to monitor, review and evaluate the structure, size and composition of the Board and its Committees, making recommendations to the Board in this regard. The Committee consists of a minimum of three Board members, one of whom is the Chair of the Board. This Committee meets at least once a year and as needed, given Board and Committee requirements. The CEO along with the Director of Finance, HR, IT & Governance attend.





During 2021, the Committee met three times (2020: 3). There was a 100% attendance in 2021 (2020: 89%).

The impending retirement on completion of the term of Miriam Hughes as the Chair of the Board was the key focus for the Committee. In accordance with Barnardos constitution, directors retire upon completion of two terms of three years each on the Board. An election process by the eligible board members was held and conducted by the Company Secretary, for the role of Chair and Vice-Chair. The officers elected were Martin Dobey as Chair and Gary Joyce as Vice-Chair. Both took up responsibility for their roles at the first board meeting after AGM. The Board thanked Miriam at the AGM for her leadership as Chair, in particular, her guidance of Barnardos through the onset and uncertainty of the first year of the Covid-19 pandemic. Thanks were also expressed to Phelim O'Leary for his contributions and advice over the previous six years who also retired. Upon the election of Martin Dobey as Chair of the Board, Martin stepped down as chair of the Finance Committee in accordance with the terms of reference of the Finance

Committee. Ivan Fox, an existing Finance Committee and Board member was appointed Chair of the Finance Committee.

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

- 2022; two members
- 2024; five members
- 2025; three members

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

Consideration of requirements of future appointments will also be made in the context of the comprehensive external review of the Board. The report is expected to be presented to the Board in Quar 1 of 2022. Among other matters, the review considered the length of service and skills available to Barnardos through the Board.

The length of time for any Board member is two terms of three years each. A discussion has commenced on the merits of additional time for a Chair. If already a Board member, the potential time to contribute as Chair will be curtailed, as previous service as a Board member is incorporated, reducing the possible time span as Chair. Any changes made will be within Good Governance guidelines, ratified by the company and the appropriate regulatory authorities.

**Remuneration Committee**

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

During 2021, the Remuneration Committee met twice (2020: 1), with a 78% attendance (2020: 80%). The expiry of the four-year pay arrangement in 2022 was noted.

This had been implemented, due to the very difficult financial circumstances for Barnardos, including the ongoing impact of the funding cuts by the State, due to the 2010 Financial Emergency Measures in the Public Interest (FEMPI). The Committee expressed disappointment, despite engagement on the matter, at the continued lack of recognition for staff and the financial position Barnardos has been placed in, by Government Departments.

The Committee considered the extremely valuable work by all staff to ensure the continued operations of Barnardos. Services were delivered reliably and continuously throughout the pandemic, to many

vulnerable children and families who were and are in considerable need. The Committee proposed a sustainable 2% increase, for all staff from 1 January 2022, from Barnardos resources. The increase was approved by the Board with deep gratitude expressed to all staff.

The Committee has plans to commence a review process of terms and conditions which is expected to inform future pay policy for staff. Other matters considered were ongoing blended working arrangements and the high proportion of part-time staff at Barnardos. The overall positive results of the Employee Survey were considered and steps will be taken to integrate findings into the People

element of the upcoming strategy and additional training schedules.

**Services Committee**

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

During 2021, the Services Committee met five times (2020: 5) with a 70% attendance rate (2020: 83%). The Committee reviewed and approved practice development initiatives including Barnardos Participation

Framework, Child Protection Policy and Guidelines and Barnardos

Digital Practice Framework. They also provided oversight of quality assurance initiatives such as the audit of Supervision Practice across Children Services; Evaluations of our services; Service User Feedback Survey and the development of a new Electronic System for Services.

The Committee also had a strong focus on the continued changing landscape of service provision due to Covid-19, including Barnardos Roadmap and risk assessment procedures for working during Covid-19.

## Remuneration Committee

Name	Meeting attendance in 2021	Length of service
Miriam Hughes (Chair/Director) (retired July 2021)	1/1	4 Years
Martin Dobey (Chair/Director) (appointed July 2021)	1/1	0.5 Years
Jane Forman (Director)	1/2	1.5 Years
Maria Kelly (Director)	2/2	2.5 Years
Kate Malone	1/2	2.5 Years
Gary McGann (Director)	1/2	4.5 Years

## Services Committee

Name	Meeting attendance in 2021	Length of service
Trevor Spratt (Chair/Director)	5/5	3.5 Years
Jane Forman (Director)	4/5	5.5 Years
Irene Gunning (Director)	2/5	3.5 Years
Stephanie Holt	4/5	5.5 Years
Sarah Morton	2/5	2.5 Years
Sadhbh Whelan	4/5	2.5 Years

## Board & Committee Recruitment

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

Appointment to the Board of Barnardos, and to its relevant Committees, is managed by the Nominations Committee who meet at least once a year and on an ad hoc basis when current or upcoming vacancies are identified. The Committee identifies the skills, experience and knowledge required from new Board members in the context of the collective skills profile of the current Board. The Committee also takes cognisance of the current and future plans of Barnardos. The external review of the Board which also considered the skills mix and length of service of Board members will be part of the ongoing Board renewal. The completed report is expected early in 2022, to be followed by a Board only meeting to appraise and implement agreed suggestions.

Potential candidates are identified through a number of channels including Boardmatch, the Board, direct approaches to Barnardos and consideration of and from Committee members. Once a potential Board member is identified through the various sources, there is a review

of their CV and other relevant information. Subsequently, the Chair and other officers of Barnardos will meet with the candidate at least twice, to assess the match of that person with the identified requirements of Barnardos.

The Committee makes recommendations to the Board for the final decision. Any Board member co-opted before the AGM is put forward at the next AGM for reconsideration, at which point the first three-year term commences.

### Training & Induction

All new directors are required to attend an induction process, which includes the mission, vision and values of Barnardos and how they are being fulfilled; the role and duties of directors; financial and risk management. The process includes comprehensive induction information, including our strategic plan, constitution, conflicts of interest policy, schedule of matters, recent annual report, Charities Governance Code among other documents.

The information enables each new Board member to learn more about Barnardos services, Board procedures and governance of Barnardos and governance in the wider charitable sector.

Directors meet with the Chief Executive, other members of the Senior Management Team and other staff, to gain an understanding of Barnardos operations. In 2021 these were virtual meetings due to public health restrictions. All new directors are encouraged to visit one or more of our projects, to gain a better understanding of the services Barnardos provides. These visits will be refreshingly held physically again in 2022 with the relaxation of public health restrictions due to Covid-19. The first such visits to three projects took place in the first month of 2022 for Board members appointed in 2021. More visits are planned. Suggestions, on the induction by the external review of the Board, will be incorporated in future inductions.

Board members are advised of relevant training opportunities as they arise. When required, further training is arranged for individual directors or for the Board as a whole, one such training on governance, was carried out for the Board at the onset of the Board review by the external providers.

### Conflicts of Interest

Barnardos has a Conflicts of Interest policy which was updated and approved by the Board in 2019.

The next review will be in 2022. The policy applies to Board and Committee members and senior managers who are required to make annual declarations of any conflicts of interest. Only non-conflicted Board members will decide what further role a conflicted director will take on that matter. All details regarding the conflict of interest, including the action arising, will be recorded in the minutes. If it is found that a person has failed to disclose a conflict of interest, the Board may take action. This may include seeking the person's resignation from Barnardos. A standing conflict of interest agenda item is included in all Board and Committee meetings.

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

All Directors and Senior Managers are required to complete an annual declaration of interests form. No conflicts of interest were deemed in 2021 (2020: none). There is no deemed conflict of interest where a serving Director is a former employee of KPMG, who are Barnardos auditors. Similarly for Committee members, one an employee of AIB, the other of Zurich who provide financial services are not considered conflicted. Neither person engages

with Barnardos activities, within their respective employers.

### Protected Disclosures

Barnardos has a protected disclosures policy in place to promote the disclosure of information relating to wrongdoing in the workplace. The policy is reviewed by the Board every year, previously every three years. A review was completed in 2021. The policy offers protection for workers from penalisation in circumstances where they make a protected disclosure or "whistle blow" about concerns they may have about work, standards of practice or other areas of malpractice, dangerous, illegal or improper activity. The review updated the policy in line with current best practice. No disclosures were made during the year (2020: no disclosures). Disclosures can be made to a senior employee and/or director, contact details for these persons are provided in the widely disseminated policy.

## Diversity & Inclusion

### Services

Barnardos and Finglas Youth Resource Centre ( FYRC) organised two LGBTI+ training workshops to raise awareness in the community and to develop our skills and knowledge working with LGBTI+ young people, with a particular focus on working directly with their parents. Participants from various agencies were in attendance with 60 professionals in the Finglas area completing the training sessions. It is hoped this will **increase awareness**

**and support for LGBTI+ young people and their families.** Huge thanks to BeLonG To for facilitating the two days of community awareness training.

A celebration event took place on 15th December 2021 in the FYRC to mark the young people’s work and celebrate LGBTI+ within the Finglas community. A video was developed by the FYRC of young LGBTI+ Young People as well as family members raising awareness and providing information by sharing personal stories. The video was showcased at the event and is a fantastic resource for the Finglas Community.

In addition to the above, wellness packs have been developed for both parents and young people and were distributed to those who attended the celebration. Resources were

provided in packs to the agencies/ organisations who attended the community awareness training in order to promote and support LGBTI+ young people.

### Staff and Volunteers

Barnardos is an equal opportunities employer and welcomes staff of all backgrounds. Barnardos recognises the advantages of a diverse workforce and senior management have identified the need to develop an understanding of the diversity of our workforce. As part of the upcoming strategy Barnardos will look to enhance our policies for inclusiveness, identify and address

unconscious bias in our policies.

A podcast on inclusiveness for LGBTI+ has been identified and will be circulated in early 2022.

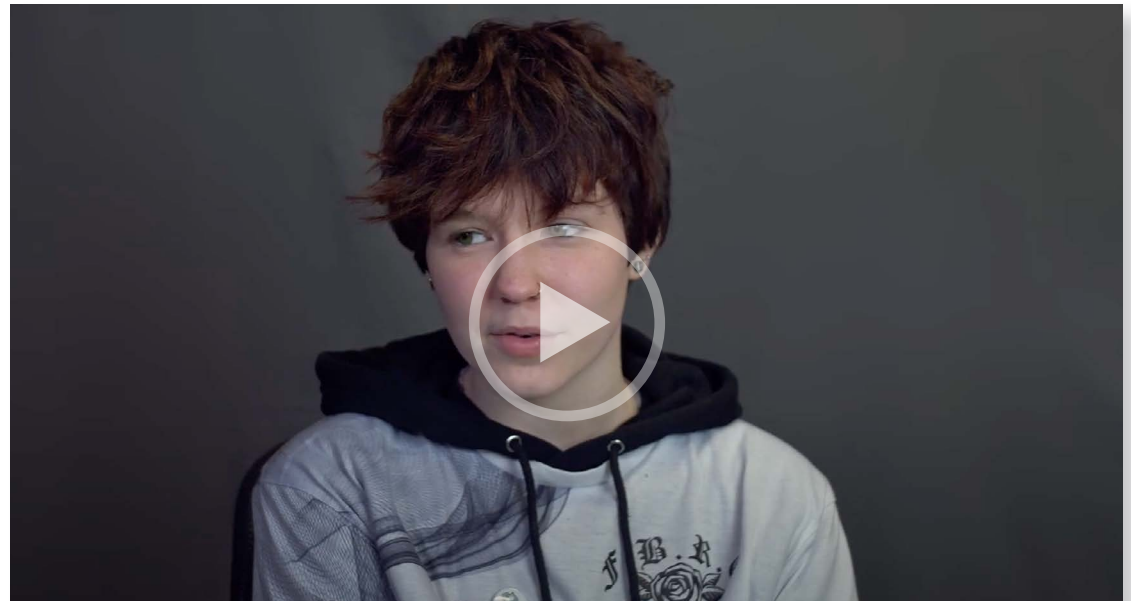
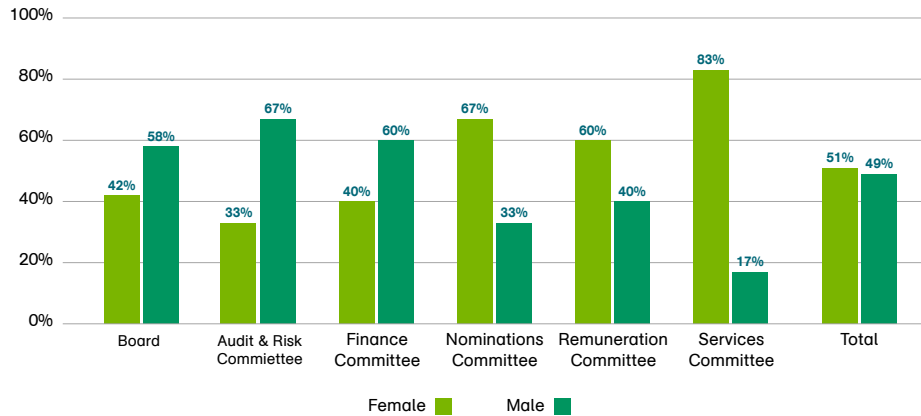
The review of the protected disclosure policy was the start of a process to **update policies where appropriate using gender-neutral language.** As Human Resources and other policies are renewed on the rolling cycle they, in turn, will be updated in a gender-neutral tone.

Barnardos is pleased the gender pay gap report has shown a consistently low mean differential since Barnardos starting recording these figures.

Barnardos Board and Committees show an almost even gender split across Boards and Committees. In common with the sector as a whole, the Senior Management Team has a 75% to 25% ratio of female to male. In total there is an almost 50/50 gender split of the Board and senior management.

 Sustainability Goals 10 and 5

Barnardos Board and Committees Gender Split





## Complaints

A complaints register is maintained by each of the relevant public-facing parts of the Charity and are managed in conjunction with the Protected Disclosures policy. Barnardos recognises the importance of listening to and addressing complaints and in this spirit also notes where a formal complaint is not received but a “negative comment” is made.

The Services Committee reviews in detail, any complaints made from users of our services and reports, where relevant, to the appropriate funder.

Barnardos is signed up members of the Fundraising Charter, one of the elements of the Triple Lock. Complaints about fundraising are recorded and addressed in line with the charter.

All complaints are dealt with by the Charity and are reviewed annually by the Audit and Risk Committee. In 2021 there were 17 complaints (2020: 13). The increase is related primarily to three complaints about HR processes in 2021.

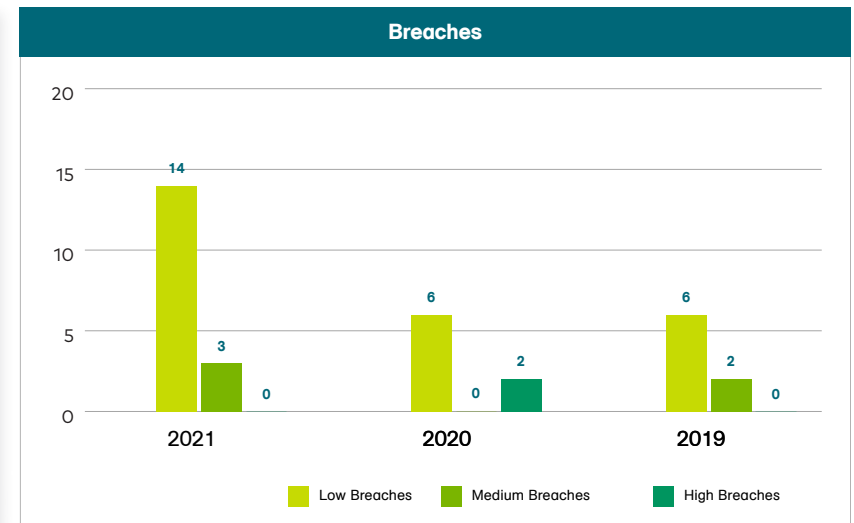
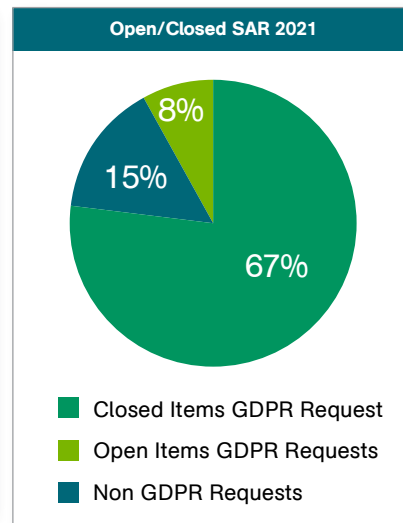
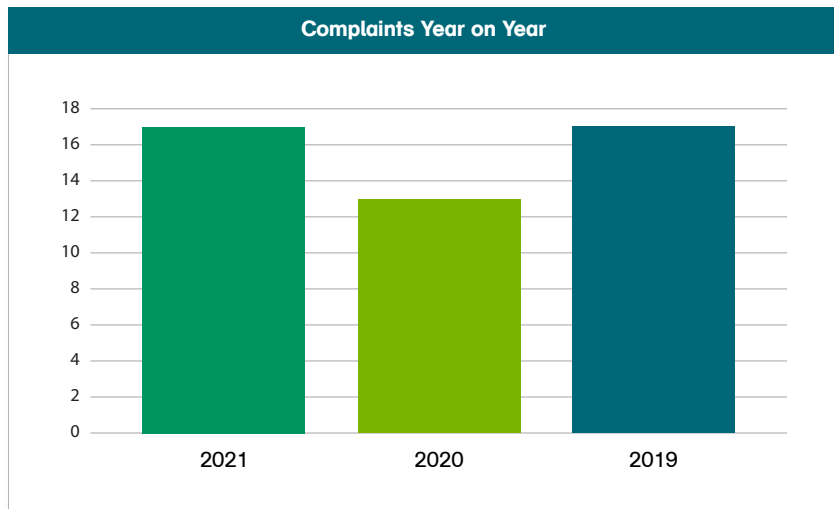
## General Data Protection

The charity complies with Data Protection Regulation. The Audit & Risk Committee reviews the Subject Access Requests and Data Breaches during the year.

There were eleven Subject Access Requests made in 2021 (2020: 15). Nine of which were handled within the prescribed time frame. One request is delayed due to the yet unheard request to lift an in-camera rule. The other has been satisfied but the very large number of records held, required significant additional work to retrieve, redact and present. The requestor was continually updated as part of the process and given options to reduce the scope of the request.

In 2021 there were 17 Data Breaches (2020:8) logged, five (2020: 2) of which were reported to the Data Protection Commissioner (DPC). Two of these breaches were of a low level but were reported to the DPC due to their nature, in the interests of full disclosure with three medium-level breaches reported. In all cases, affected parties were promptly notified and corrective procedures were put in place where possible. The DPC closed all breach reports. One low-level incident was outstanding at the year-end, reported on 10th December and has since been closed. It was closed 19 days outside the expected timeline due to holidays and an initial

non response from the affected party. There was a significant increase in events logged due to increased training and awareness across Barnardos. One service, in particular, saw a 175% increase in logged incidents and additional training and awareness building was focused on that service during the year.



### Decision Making

The Board ensures that the activities of Barnardos is consistent with its charitable objectives and aims. There are clear and formal distinctions between the roles of the Board of Directors and the Senior Management Team, to which day-to-day management is delegated. Matters such as policy, strategic planning, and budgets are drafted by the Senior Management Team for consideration and approval by the Board, who then monitor the implementation of these plans. The distinctions are set out in the Schedule of Delegations which is reviewed and updated annually by the Audit and Risk Committee. The Senior Management Team are the Key Management Personnel of Barnardos. Suzanne Connolly is the CEO of Barnardos.

The team comprises:

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

### Remuneration and performance management

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

The four-year pay arrangement due to financial difficulties including funding cuts due to the imposition of FEMPI (Financial Emergency Measures in the Public Interest) has concluded.

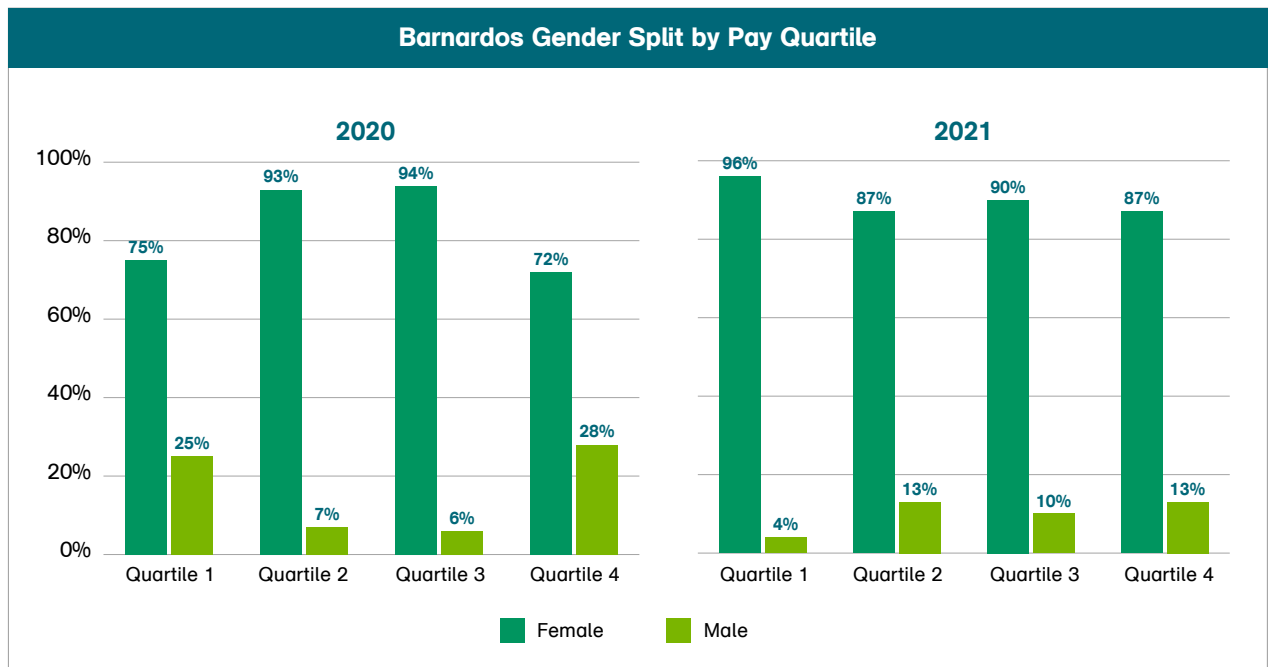
In recognition of the considerable work to maintain our services throughout the pandemic, the Board approved the recommendation from the Remuneration Committee for a sustainable 2% pay increase for all staff from 1 January 2022.

Barnardos’ gender pay gap is -11.6%, which indicates that in 2021, the women in the organisation are paid

11.6% more than men, a reversal of the previous year (2020: 7%). A higher proportion (90%) of the employees are women, an increase of 7% over the previous year, as proportionally more women were recruited in 2021, as evidenced by the filling of all of the new Community wellbeing roles by women in 2021. 92% of all new recruits in 2021 were female. Of the women, 79% are employed for four days or more, while 100% of males are employed for four days or more, which results in higher numbers of women in lower pay quartiles (21%) than would otherwise have been the case.

The median pay gap of -0.01% (2020: 0.8%), shows the gender pay gap is consistently minimal year on year, with a small change, once averaging is removed. The insignificant median pay gap demonstrates the underlying pay equality irrespective of the quartile analysis. There are no bonus payments at Barnardos. The quartile analysis below shows an increasing proportion of women across quartiles 1 and 4. The reduction of men in quartile 1 and increase in quartile 2 are directly related as a particular cohort of staffs’ pay was increased during the year, in line with normal procedures.

The staff in this cohort are predominantly men. The change in quartile 4, in particular, reflects the change in the gender pay gap to -11.6%, in favour of women. Women continue to be represented much higher proportionally across all pay quartiles.



## Board Evaluation

In follow up to the self-assessment by the Board of its role and effectiveness in 2018, the Board initiated steps to commence external evaluations every three years. A key recommendation from the 2018 review was to increase the opportunities for visits to our services for Board members. In 2021, due to public health restrictions, there were no project visits, albeit, our services continued to provide essential work with vulnerable children and their families. The first renewed project visits started in January 2022 with the visit of two most recently appointed Board members to projects in South Dublin, further projects visits are scheduled. It is anticipated there will be a number of project visits by Board members in 2022 and a renewal of plans to hold Board meetings at service locations.

The Board review planned for 2020, was deferred to 2021, due to the considerable additional workload from the reorientation of the organisation to maintain service provision to families through the pandemic. The Board review has been completed since December 2021. A presentation of the external Board review to a board only meeting is expected in quarter

one, 2022. A plan of action based on review suggestions and Board deliberations is planned for 2022. The review's remit was to assess the Board's effectiveness and provide suggestions on improving processes and governance. A comprehensive review was undertaken with a number of steps:

- Selection of the most appropriate provider;
- Kick-off meeting with Chair and Company Secretary to agree on scope;
- Presentation/training to board members;
- Board members' survey;
- One to one meetings with all board members;
- Senior Management Team meeting; and
- Presentation of results to the Board.

The Chair is appreciative of the time and thought dedicated to this process by all contributors. The results of the review will inform the future development of the Board. It is planned to have regular external Board reviews, interspersed with more frequent internal Board reviews.

## Standards

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

- Guidelines for Organisations on Fundraising from the Public Barnardos staff, volunteers and others fundraising on behalf of Barnardos is trained in line with the guidelines. Controls are in place to ensure fundraising practices are in line with the guidelines. The Guidelines are reviewed annually by the Audit and Risk Committee.
- The Governance Code for the Community and Voluntary Sector has already been adopted and in place at Barnardos ahead of the requirement by the Charity Regulator, who has requested that the standard be adopted in charities in 2021. The principles are:
  - » Advancing Charitable Purpose;
  - » Behaving with Integrity;
  - » Leading People;
  - » Exercising Control;

- » Working Effectively; and
- » Being Accountable and Transparent.

Barnardos documents how the six principles of governance are met with a detailed annual review which is presented to the Audit & Risk committee. [Read the Charities Governance Code.](#)

- In addition, Barnardos prepares the annual report and financial statements in full compliance with the Charities SORP (Statement of Reporting Practice under FRS102) each year and makes them available to the public on our website. The 2020 annual report and financial statements followed on from the award-winning 2018 and 2019 accounts. The 2020 report was awarded two awards at the Published Accounts Awards, by the Institute of Chartered Accountants Ireland and the 2019 one award. The 2019 report was also shortlisted in the Large Charity Awards. Further validation of the high standards Barnardos strives to achieve in all areas. The 2020 report received considerable praise and recognition and again shortlisted in the Large Charity Awards.

[See Barnardos previous annual reports](#)

## Code of conduct

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

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

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

The Code of Conduct is reviewed every three years, with the next review planned for 2022 and consideration by the Audit & Risk Committee.

[Board Code of Conduct | Barnardos](#)

# Financial Review & Risk Management

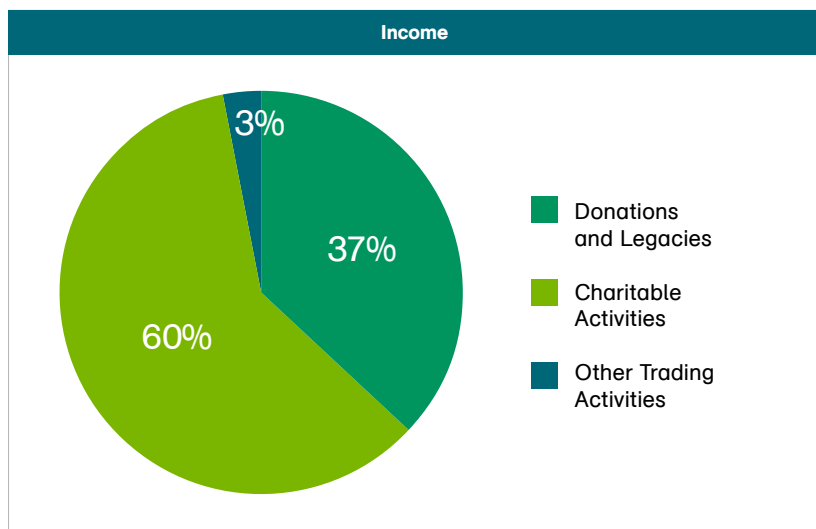




## Financial Review

The financial outcome for 2021 is set out in the Statement of Financial Activities.

In 2021, Barnardos' total income was €27.6 million and expenditure €25.4 million, resulting in a surplus for the year of €2.2 million. The significant uplift in income in 2020 was maintained in 2021. The expenditure year on year increased by 3% or €0.8 million. This reflects the continuous delivery of Barnardos essential services throughout the pandemic and increased activity throughout 2021 in our ongoing response to the pandemic, as some of the longer-term impacts of Covid-19 become more apparent.



## Income

Total income of €27.6 million is in line with 2020 income. There were a number of underlying compensating movements.

### Donations & Legacies

Income from donations and legacies comprises donations from individual donors, corporate donors, trusts and foundations. In 2021, we received €10.2 million from this income stream. This represents a decrease of 8% from the previous year (2020), which was, in turn, an unprecedented increase of 45% when compared to the previous year (2019). This sustained income level has been essential to enable us to continue to deliver our essential services and to pivot the charity to continue to deliver services again during the pandemic in 2021. Historically our services have been under-resourced by the State, due to previous cuts in statutory funding, which were never restored, as a result, this income is vital to the provision of our services.

There was a 35% uplift in philanthropy income as a result of the RTÉ Late Late Toy Show 2020 contribution. Barnardos was one of the main beneficiaries with a restricted donation of €1.5

million received in March 2021 and recognised as income as related expenditure occurred. The Committed & Cash Giving and Partnerships, National Campaigns & Community Events, income lines both decreased. This was primarily in comparison to a very successful fundraising year in 2020 when the public responded very generously, to Barnardos requirements to deliver services throughout the pandemic.

### Charitable Activities

In 2021, Barnardos received a total of €16.5 million in grants for charitable activities which is similar to funds received in a pre-Covid-19 year, this represents a 4% increase from 2020. There was an increase in Tusla's income of €0.7 million during the year, providing additional resources in response to Barnardos' ongoing service delivery throughout the pandemic. Tusla, the Child and Family Agency, was the single largest funder during the year – providing €10 million, almost 61% of total statutory grant income or 36% of total income. Pobal funding increased too, for the ongoing provision of Early Years services throughout Covid-19. City/ County Council income dropped in

comparison to 2020 as a result of the discontinuance of Barnardos in the Dolphin House project in 2020.

Barnardos understands legislation by the Department of Children, Equality, Disability, Integration and Youth to establish the Executive Office for all Guardian ad Litem (GAL) services are being progressed. Once operational the Executive Office will take responsibility for all Guardian Ad Litem services resulting in a closedown of the Barnardos Guardian Ad Litem service and consequent loss of income for Barnardos, which Barnardos will need to compensate. In 2021 this income was almost €3 million, against which the costs of providing the service are offset. Barnardos has been working to gradually replace that income without any clear indication of when the Guardian Ad Litem services at Barnardos will cease.

## Other Trading Activities

Retail and Memberships, Publications & Training both showed income increases of 25% and 72% respectively, as activities started to resume in 2021, with the graduated lifting of public health restrictions. Overall there was a 33% increase in funds from Other Trading Activities to €1 million.

Barnardos welcomes the opportunity to re-engage with the public through these activities and those on the related Community Employment Schemes. There were 96% and 42% drops respectively in grants from Pobal and the Local Councils for the shops in 2021 as shops reopened.

## Expenditure

Total expenditure at €25.4 million is consistent with increased activity due to Covid-19 and other services. There was a €0.8 million additional spend over the previous year, as Barnardos continued to deliver existing and provide new services, in response to needs, throughout the pandemic.

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

## Raising Funds

Expenditure on raising funds totalled €4.1 million during 2021, comparable to €3.9m the previous year. The increase was predominantly for expenditure on fundraising activities for Partnerships, National Campaigns & Community Events. Due to additional spending in particular on Facebook challenges and a reversion to some of the more traditional non-digital campaigns. As more activities moved to a physical environment, rather than the prevalent digital platforms of 2020, there were consequently higher costs. There is an increase in legacy spending as Barnardos looks to explore this opportunity further.

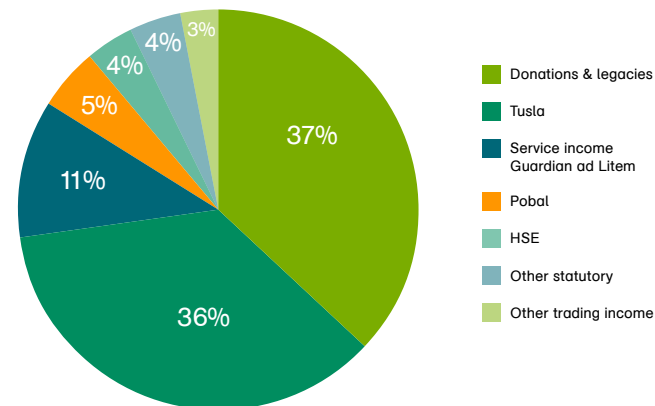
## Charitable Activities

Expenditure on charitable activities during the year, as shown in the chart below, totalled €21.3 million, an almost 5% increase from the previous year of €20.3 million. Unsurprisingly Covid-19 continued to have a substantial impact on our services, through which our staff worked very hard for another year in pandemic circumstances, as essential workers, to maintain our services. Our staff moved from an online provision in 2020 to delivery in a hybrid manner in 2021. Barnardos continually adapted our bespoke Covid-19 framework,

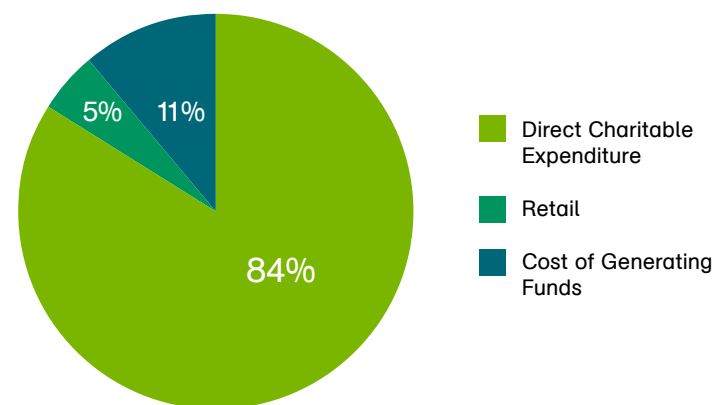
a risk-informed roadmap, based on public health guidelines that we devised to inform safe operations of our services and support activities throughout Covid-19. The successful introduction of our risk-informed roadmap along with the work of our dedicated staff is manifest in the increased activities in our Family Support and Early Years activities, increasing in spite of the pandemic and with minimal disruption to our service delivery. This is reflected in the 8% and 2% increase respectively in associated costs for those activities. Our Learning & Development work resumed with a 24% increase in costs as we ramped up activity again in 2021. The Board and the Charity are immensely proud of how Barnardos staff continually adapted our services, to continue to work with those who are among the most vulnerable in our society.

As can be seen in note 3(b) to the financial statements, Family Support and Early Years services account for 63% per cent of our total investment in services. The only decrease in charitable activities was the €0.1 million decrease for the Specialist Services which include Wizard of Words and Roots of Empathy programmes that were among the last services to be restored in line with public health guidance.

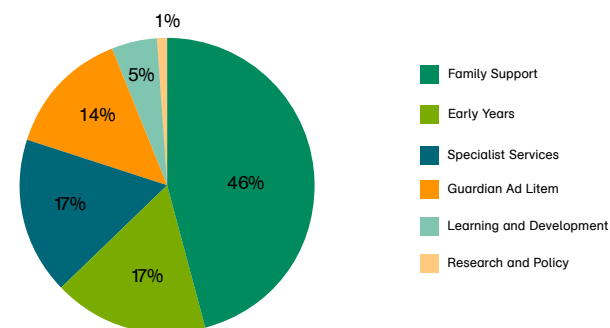
### Sources of Income



### Expenditure



### Charitable Activities



## Support Costs

The total costs in relation to raising funds and charitable activities include attributable support costs. These support costs include the key services of finance, governance, human resources and information technology. These services play a crucial role in providing core organisational support for the delivery of our services. The services additionally ensure Barnardos continues to deliver good governance practices and organisational procedures at a high level. The agility of these functions was very clear in 2021, as the relevant staff continued to work predominantly from home, continuing to deliver a high-quality service to the organisation and front line staff.

Our total support costs for the year amounted to €1.8 million, a 4% decrease from the previous year of €1.9 million. Note 3 (c) to the financial statements, shows the decrease is across all support elements in part due to vacancies and lower operating costs due to less travel and premises related savings.

## Key Financial Performance Indicators (KPI)

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

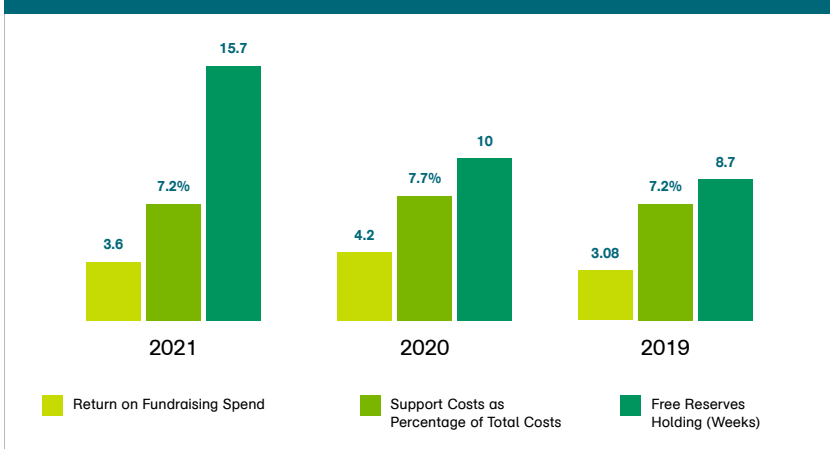
- Return on Fundraising Spend measures how much we get back for each euro spent on fundraising (excluding retail). In 2021 this return was at a lower value, though higher than a non-Covid-19 year. This indicates the lower cost of each euro raised in 2020 when there was a much higher digital fundraising presence. In 2021, the digital activity of Barnardos and our public donors has reduced compared to 2020, as public health restrictions eased. As a result, Barnardos has higher fundraising costs than in 2020. The fundraising return is higher than in 2019, which is a result of a higher relative proportion of digital activity in 2021, than in 2019, due to the greater engagement with digital platforms than pre-Covid-19.

- Support Costs as a percentage of Total Costs illustrates how much of total expenditure is absorbed by essential but non-core activities and functions. This percentage decreased from 7.7% in 2020 to 7.2% in 2021. The 7.2% is consistent with that of pre-Covid-19, 2019. There was an additional spend on IT of €0.1 million in 2020, due to upgrading the IT base of the organisation to enable remote working requirements during the pandemic. Once the additional IT spend in 2020 is excluded the percentage remains at 7.2%.
- Free reserves (unrestricted funds less the carrying value of tangible assets and associated capital restrictions), is a measure in weeks of how many resources Barnardos has available to draw down, in order to continue its work in the event of an economic downturn. The reserves policy was reviewed in the past year and is up to 16 weeks of Barnardos budgeted operating costs for the coming year. The review considered a number of elements, an assessment of ongoing commitments, additional costs in event of a wind-down

and a look back on potential income drops. Additionally, there was an appraisal of comparative reserve policies in the sector. The Audit & Risk and Finance Committees proposed the change and the Board considered and approved the change, as part of the annual policy review. At the end of 2021, the free reserve holding increased to 15.7 weeks.

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

Key Financial Performance Indicators (KPI)



## Investments

The overall investment strategy of Barnardos is to ensure that funds, not immediately required for operational purposes, are invested for the maximum return possible while ensuring that risk is minimised and ethical standards are met. Funds are held in cash or term deposits in line with the policy to ensure the capacity of Barnardos to meet its financial obligations as they fall due, the smooth operations of the Charity and to safeguard funds received. Holding limits are in place, to ensure deposits do not exceed approved percentage holdings, of those deposits with any one financial institution. The limits were reviewed and amended in expectation of the imminent departure of Ulster Bank, one of our banks, from the market and the improved funding base of the Irish banks. The deposit levels are monitored regularly by the Finance Committee.

Barnardos engages the services of a suitably qualified investment advisor to provide unbiased and impartial investment advice in accordance with Barnardos' investment policy. Barnardos may not invest in bonds, commercial papers or any other

instruments which may be issued or underwritten by financial institutions. Any decision to invest in Irish and EMU State Securities must be pre-approved by the Finance Committee.

Barnardos recognises the current monetary environment with current interest rates and recent inflation figures. A number of discussions have been held at relevant Committees and at Board meetings, about the future requirements of Barnardos and matching those requirements to an appropriate investment policy. In recognition of this environment, the Finance Committee has completed considerable work on a new investment policy which has been contributed to, by the Audit and Risk Committee. The policy was reviewed by the Board, with the aim of considering how best to safeguard Barnardos assets. The Board has mandated the Finance Committee to continue work on the policy and revert in due course.

At the year-end, funds were invested in fixed-term interest-bearing deposits, with a maturity of between 30 and 365 days. In line with the

cash holding limits set out in our investment policy, cash and short-term investments were spread across a number of financial institutions.

### Retirement Benefits

Barnardos operated two retirement schemes as outlined below. The trustees are cognizant of the need to meet the Institutions for Occupational Retirement Provisions (IORP) II standards and have ensured all requirements to meet those standards were met in 2021. At the end of 2021, there was a change in the trustees of both schemes with a sole trustee appointed to both schemes, Trustee Principles Limited. Trustee Principles Limited works with Barnardos on a pro-bono basis. Barnardos will continue to address the requirements of IORP II.

### Defined Contribution Pension Scheme

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

Contributions. An internal campaign was launched in 2021 to remind all staff of the benefits of a pension scheme and steps taken to make joining more accessible.

As of 31 December 2021, there were 222 active members (2020: 220) 147 members deferred (2020: 130), with a total of 369 members (2020: 350).

Barnardos in conjunction with the trustee is considering the option of transferring the defined contribution scheme to a Master Trust, in recognition of the changing standards and additional costs that will be incurred due to IORP II.

### Defined Benefit Pension Scheme

Barnardos operates a defined benefit pension scheme, which has been closed to new members since 1999. As set out in note 13 to the financial statements, there was a surplus in the scheme of €0.4 million (2020: deficit €0.3 million) at the end of the year. The change is a result of actuarial market assumptions. As agreed with the scheme Trustees, and in line with the funding proposal that was submitted to and approved by the Pensions Board in 2019,

Barnardos contributed 27 per cent of pensionable salaries (which includes an employee contribution of six per cent) plus a fixed monthly contribution of €0.1 million (2020: €0.1 million) to the scheme during the year.

The legacy de-risking of the scheme by an annuity buy out in 2020 reduced the number of pensioners in the scheme by 44, resulting in a considerably reduced defined benefit scheme.

As of 31 December 2021, there were 3 active members (2020: 4), 9 members deferred (2020: 9), and 1 pensioner in the scheme (2020: 0).

The Trustee, Actuary and Barnardos is considering options for the defined benefit scheme. The considerable shrinkage in the scheme numbers and the additional requirements and costs under IORP II are increasing the relative costs to maintain the scheme. The improved funding position of the scheme has created new opportunities for members, which are being explored with the Trustee and Actuary for the scheme. The ultimate aim is to further reduce the size and associated liabilities of the scheme.



## Reserves

The Board has the responsibility for establishing an appropriate reserve policy. It is Barnardos policy to retain sufficient reserves to **safeguard the continuity of its operations** while committing the maximum possible resources to its current services. The Board had established a range of up to 16 weeks of budgeted operating costs as a key performance indicator, following detailed consideration of Barnardos costs and norms for the sector.

The total reserves of €15.6 million at year-end (2020: €12.8million) fall into two categories:

### Restricted funds

Restricted funds represent income received that can only be used for particular purposes. Such purposes are within the overall aims of Barnardos. It is Barnardos policy to fully apply such funds for the purposes for which they were donated as quickly as possible. Restricted reserves at 31 December 2021 was €0.9 million (2020: €1 million).

### Unrestricted funds

Unrestricted funds at 31 December 2021 was €14.7 million (2020: €11.8 million) - these are funds that have no specific restrictions attached to them but are categorised as follows:

- General unrestricted funds are funds for use at the discretion of the Board in furtherance of the objectives of Barnardos. Where balances arise at the year-end, these funds are generally utilised in the upcoming financial year.
- Designated funds represent amounts that Barnardos has, at its discretion, set aside for specific purposes, which would otherwise form part of the general unrestricted funds of the Charity. At the year-end, funds had been designated for specific purposes as follows:
  - » The carrying value of tangible assets for use by Barnardos less associated capital restrictions.
  - » Funds set aside to cover the planned deficit on unrestricted funds.
  - » Strategic initiatives, identified by the Board for the future development and investment at Barnardos services.
  - » The net amount that the Board has agreed to be set aside to ensure that it can protect Barnardos' ongoing programme of work

### Monitoring of reserves

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

The key performance indicator established by the Board to monitor free reserve levels (which are unrestricted funds less the carrying value of tangible assets and associated capital restrictions) is a holding of up to 16 weeks of Barnardos budgeted operating costs for the coming year.

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

As noted in the KPI section, the free reserve holding increased to 15.7 weeks. Fundraising activity had a positive effect on the cash flow and reserves position for Barnardos in 2021. In tandem with the commencement of planning and implementation of the next strategic plan, Barnardos has designated funds for strategic initiatives. These initiatives include investment in

the design and creation of much-needed services, including the significant outlay in the development of our Electronic Record Keeping System, the selection process of which commenced in 2021 and was approved early in 2022.

The Charity notes a considerable sum of €1.2 million of RTÉ Late Late Toy Show funding has been deferred into 2022 when the related expenditure will be incurred. There was also a sizable donation of €0.65 million at the year-end. These funds were allocated by the Charity Regulator, as the distribution of the final assets of Cúnamh and are restricted to Barnardos Post Adoption Services. A balance of over €0.5 million remains of the restricted Covid-19 Appeal Fund. A substantial amount, over €0.2 million was spent in 2021 on a range of Covid-19 related items from this fund, including garden rooms, to provide additional space in projects where social distancing severely hampered activity, and IT expenditure. Spending on Sensory Attachment Intervention (SAI) training is scheduled for 2022.



Sustainability Goal 8

## Financial Outlook

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

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

The structure of statutory funding set out in Note 2(b) is an important part of Barnardos' future plans. Over 50 per cent of budgeted income for 2022 from state funders, is already committed by the end of 2021. Barnardos has raised and spent considerable sums in 2021 to

deal with the continuing impact of Covid-19. Barnardos expects this to continue in 2022 as the longer-term impacts of Covid-19 are manifested in the communities we work with. Barnardos has fully implemented plans for the spending of the funds received from the inaugural RTÉ Late Late Toy Show Appeal, which are making a marked impact in our service delivery.

Barnardos expects there will be a financial impact from the necessary government spending on Covid-19 and attacks on Ukraine. We welcome the policy changes that seek to maintain the social fabric of our society and economy. To date, the impact of Brexit has been limited and supply chains have adjusted where required, to ensure timely delivery and value for money of supplies. We recognise there remains a significant risk to our statutory and publicly fundraised income which we will continue to monitor closely in 2022. In particular Barnardos is aware of the risk surrounding the financial consequences of the war in Ukraine and pressure resulting from inflation. Barnardos will respond with appropriate actions.

## Going Concern

Based on the results for the year, the year-end financial position and the approved budget for the forthcoming year, the Board of Directors believe that Barnardos has adequate resources to continue in operational existence for the foreseeable future. Covid-19 financial impact has not adversely affected the accounts. For these reasons, the Board continues to adopt the "Going Concern" basis in preparing the financial statements.



## Risk Management

Barnardos' mission is that every child reaches their full potential, this entails working with vulnerable children and families. The vulnerable children and families we work with have complex needs and this inevitably creates risks for Barnardos in the delivery of our services.

### Risk Appetite

The effective identification, management and mitigation of these risks is a core focus of our risk management work. The risk appetite sets the approach that Barnardos takes to managing our risks. The Board views risk appetite, as the amount of risk Barnardos is willing to take or accept to achieve the organisation's strategic objectives. The appetite is rooted at Barnardos' values and is aligned to Barnardos' strategic plan.

Our top risks, from a services perspective, are negative outcomes for children and their families; poor quality of our interventions and general damage to Barnardos' reputation. Barnardos has a very low tolerance for failures in the delivery of our services and as a result, we have in place a range of mitigating measures. This includes building

an open, transparent and learning culture with a focus on quality and achieving outcomes. This is enabled by a range of practice support and staff training initiatives and a suite of clear policies and effective controls.

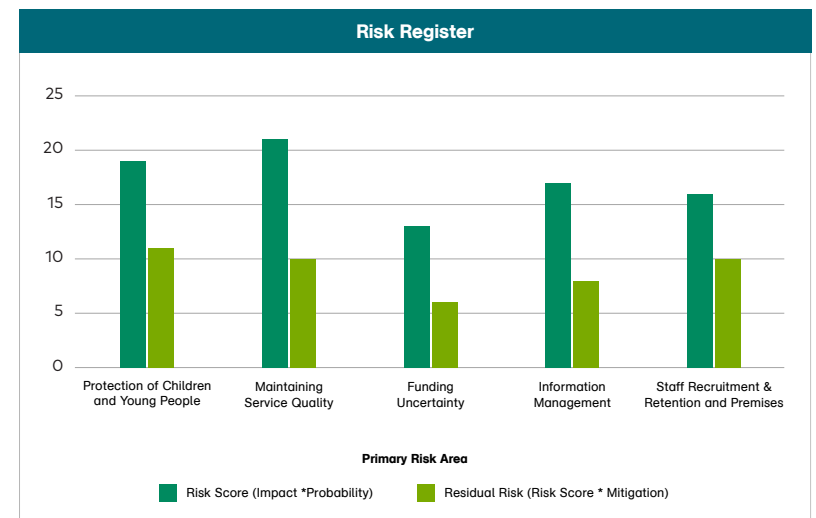
Barnardos accepts moderate risks in other areas directly associated with advancing our mission.

Barnardos has a low-risk appetite in areas, such as governance and finance, to protect the reputation of the organisation.

Considerable work is undertaken to assess, control and mitigate those risks and the Board accepts the need to carry the residual risks after careful consideration, to complete our mission. These risks are recorded and are reviewed annually by senior

and other management. The risk register is updated and evaluated by the Audit and Risk Committee, reporting to the Board.

Where the risk appetite is exceeded, the Senior Management Team will discuss the assessed risks with the Audit and Risk Committee and where appropriate Board members or at a Board meeting. There was one such non-service incident in 2021. A number of board members were involved in assessing the risk and mitigating actions. The Board was kept informed of progress and decision on the matter to remove the risk and not proceed.



### Risk Register

The risk register is compiled by senior management with engagement from the wider organisation. The register is then reviewed by the Audit and Risk Committee and reported to the Board. The plan identifies the key risks to Barnardos and scores these risks by how likely they are to happen and the impact they would have. The register identifies the controls in place to mitigate each risk, together with actions underway or planned to reduce the level of risk further. The risk register process provides residual risk scores for each of the identified risks.

The review of the Risk Register includes an assessment of the gap between the Risk Score of each risk (Risk Probability \* Risk Impact) and the Residual Risk, after mitigating actions have been considered. This approach provides the tools for one

of the focuses of the Committee when appraising the Risk Register.

The Audit and Risk Committee conducted a deeper assessment of the mitigating actions to address the primary risk "Protection of Children and Young People". The Committee gained considerable insights and comfort into the quality, culture and procedures with Barnardos, delivering services in a risk-informed manner, in this high-risk environment. The impact of the HSE cyber attack was also considered by the Audit and Risk Committee in the context of another Primary Risk. There was no direct impact on Barnardos. Barnardos staff worked with Tusla colleagues to provide resources as required when the Tusla systems were compromised by the cyberattack. Barnardos is continually working to reinforce existing cyber protections.

## Risk Culture

Regular review of the risk register is an integral part of our assurance framework, feeding into the annual Internal Audit Plan. Our Internal Audit Plan ensures that controls are in place and are checked to see if they are operating effectively and actions to manage risk have been completed. The findings of internal and external audits (both statutory and funder audits) are reported to the Audit and Risk Committee to further inform the risk management process.

No risk system can provide complete reassurance. Barnardos risk management is further bolstered by our complaints and whistleblowing procedures, further information is provided in the Governance section of the annual report. No reports of inappropriate use of resources or governance issues were reported under these procedures during the year or previous year.

## Development of Risk Framework

The Audit and Risk Committee has been actively engaged in further development to enhance the risk management process in 2021 and continues to focus on this in 2022. The development of the Risk Register

builds on the previous year's wider participation in the process and the reflection of those inputs into final scoring. This provides a much more informed Risk Register and promotes greater awareness of risks and mitigating actions throughout Barnardos.

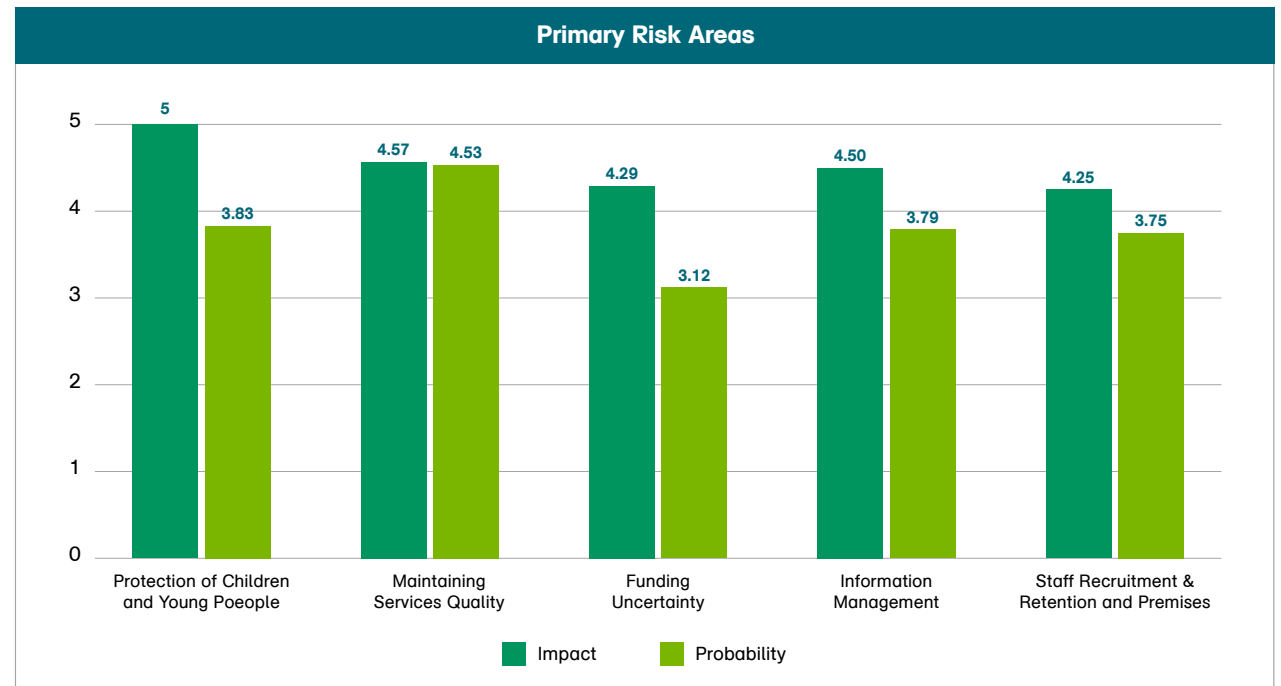
Continued operations through Covid-19 fostered an increased awareness of risk management. Covid-19 risk assessments have become part of daily operations, risk assessing home visits or updating protocols to prevent Covid-19 in an Early Year Centre and other locations. The assessments and actions have been very successful with a very limited impact on the provision of our Services beyond those imposed by public health restrictions.

Barnardos is committed to having appropriate systems and controls in place safeguarding our assets and ensuring they are applied only for the purposes intended. This is accomplished through a rigorous recruitment process, induction and ongoing training programmes of our qualified and experienced staff. Policies and procedures are in place which are reviewed on a scheduled

basis by the relevant Committee. Attendance and compliance with mandated training are similarly reviewed. In conjunction with our internal and external audit processes, these systems are considered to be adequate and to provide a high degree of assurance that resources are used to achieve Barnardos' objectives.

## Primary Risk Areas

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





Primary Risk Area	Risk Outcomes	Principal Mitigating Actions
<b>Protection of Children and Young People</b>	Behaviour or actions that negatively impact the children and families that Barnardos works with.	<ul style="list-style-type: none"> <li>• Mandatory child protection and welfare training,</li> <li>• Barnardos safeguarding statement is understood by all employees and is on display for all users of our services,</li> <li>• Clear child protection reporting and escalation mechanisms are in place.</li> </ul>
<b>Maintaining Service Quality</b>	Negligent practices, poor service delivery, incomplete data or inappropriate working conditions, developing during organisational pivot to provide services through Covid-19 pandemic. Increased risk of service closures due to staff or service user Covid-19 infections as they continue to operate essential services.	<ul style="list-style-type: none"> <li>• Regular supervision and case management of direct service employees,</li> <li>• Service related policies and procedures are updated on a regular basis,</li> <li>• Evaluations are carried out to monitor the effectiveness of our work.</li> <li>• Monitoring of Health &amp; Safety of staff.</li> <li>• Ongoing development of most appropriate information systems.</li> <li>• Strict adherence to public health guidelines.</li> </ul>
<b>Funding Uncertainty</b>	Funds may not be available to fund growth plans or maintain existing operations due to requirements to fund economic deficits or resource measures to counter Covid-19 while simultaneously responding to Brexit/ Ukraine impact.	<ul style="list-style-type: none"> <li>• Maintain statutory income and a range of public fundraising activities to diversify income streams,</li> <li>• Monitor and adapt budgeting and regular internal financial forecasts to adapt to a changing environment,</li> <li>• Protected disclosure policy to enable reporting on fraud and audit processes.</li> </ul>
<b>Information Management</b>	Breach of information security leading to data loss. Projects underway do not deliver to planned scope, budget or timeline, greater risk with more home working during Covid-19.	<ul style="list-style-type: none"> <li>• Anti-virus software and firewalls are in place on all IT systems and ongoing cyber security awareness training,</li> <li>• Business Continuity and IT Disaster Recovery Policy is in place,</li> <li>• Processes and procedures are in place for dealing with breaches of Data Protection legislation,</li> <li>• Project management teams and plans in place with governance to Board level as appropriate.</li> </ul>
<b>Staff Recruitment &amp; Retention and Premises</b>	Barnardos staff deliver our services, the attraction and retention of our staff is an ongoing challenge, impacted by non-restoration public sector 2010 funding cuts. Premises from which services are delivered should be suitable and up to standards.	<ul style="list-style-type: none"> <li>• Strong staff engagement through Staff Council, surveys, supervision &amp; management, team &amp; regional meetings, training &amp; development, work/life balance policy, annual staff appraisals and ongoing engagement to restore appropriate funding for services,</li> <li>• Actions completed as a result of external assessments of Early Years Centres.</li> <li>• Work on establishing key information on-premises to be expanded in further in-depth review of premises.</li> </ul>

# Further Information



## Vetting

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

## Accounting Records

The Board believes that they have complied with the requirements of Section 281 to 285 of the Companies Act 2014 with regard to accounting records by employing personnel with appropriate expertise and by providing adequate resources to the financial function. The accounting records of Barnardos is maintained at Barnardos National Office, Christchurch Square, Dublin 8, D08 DT63.

## Income from Other Geographic Areas

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

## Post Balance Sheet Events

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

There has been no direct financial impact as a result of the war in Ukraine, to date, though Barnardos has engaged in initiatives and proposals to work with displaced Ukrainians.

## Relevant Audit Information

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

## Auditor

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

## Lobbying and Political Contributions

There were no political contributions in 2021 (2020: Nil) and as a result, no disclosures are required under the Electoral Act 1997.

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

## Directors' Compliance Statement

Barnardos' Directors have voluntarily adopted the Directors' Compliance Statement of The Companies Act 2014 as a further best practice measure. The Directors acknowledge that they are responsible for securing Barnardos compliance with the relevant obligations of The Companies Act 2014 and confirm that:

- a compliance policy document has been drawn up that sets out policies that, in their opinion, are appropriate to the company respecting compliance by the company with its relevant obligations

- appropriate arrangements or structures are in place that are, in their opinion, designed to secure material compliance with the company's relevant obligations
- during the financial year, the arrangements or structures referred to above have been reviewed.

## Governance Code & Triple Lock

Barnardos had adopted the voluntary Governance Code for Charities at an early stage. The charity has worked since the creation of the Governance Code for Charities by the Charity Regulator to adopt this new code. Barnardos has adopted the new Governance Code of the Charity Regulator ahead of the required implementation in 2021.

Adopting the Governance Code, the SORP accounts and Charter for Fundraising, Barnardos has registered as a Triple Lock Charity. The Committees review the application of these codes by Barnardos on an annual basis.



Best Practice in Transparency and Accountability

## Tax Clearance

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

## Grant Information

Barnardos complies with various disclosure requirements of statutory funders in respect of relevant circulars. Information in respect of grants received, their purpose and amounts spent are included in the Appendices to the accounts.

# RTÉ Late Late Toy Show Appeal



RTÉ  
**ToyShow  
Appeal**





On the 27th November 2020, the RTÉ Late Late Toy Show became the most watched television programme in Irish history with 1.7 million people watching over the weekend. In a year like no other, a fundraising appeal for children was launched by our national broadcaster supported by The Community Foundation for Ireland.

Barnardos is privileged to be one of the children’s charities chosen to benefit from the extraordinary act of public generosity shown during the inaugural Toy Show Appeal receiving a transformational donation of €1,504,491.68 to our services.

To honour the trust placed in us by the public, we are undertaking the following work between 2021 and 2023 to ensure this funding has the greatest impact on vulnerable families.

In 2021, work commenced to:

- Develop a new and innovative approach to community wellbeing in response to the collective trauma experienced as a result of the Covid-19 pandemic
- Increase the number of children and families who receive practical and emotional support from our frontline Family Support and Bereavement Services.
- Create therapeutic spaces in

- Barnardos’ centres across Ireland, which will have a lasting impact on thousands of children.
- Invest in research and innovation to develop and deliver programmes to support vulnerable families experiencing adverse childhood experiences.

Due to the kindness and generosity of the Irish public, thousands of children will benefit from Barnardos support and we are delighted to have been given the opportunity to create new and innovative services for families in communities across Ireland.

We would like to thank the production and leadership team at RTÉ who produced a ground-breaking show in challenging circumstances, The Community Foundation of Ireland for their continued support and understanding of our work and most importantly the audience who responded with such overwhelming generosity in a time of global crisis.



The inaugural RTÉ Late Late Toy Show Appeal (Pictured Ryan Tubridy) exceeded all expectations by raising over €6m for children’s charities including Barnardos.



Christmas at Barnardos 2021

**In 2021, work commenced on:**

- 1. Barnardos wellbeing service**
- 2. Reduced waiting times**
- 3. Creative therapeutic spaces.**

## Barnardos Wellbeing Service

Barnardos Wellbeing programme is a new innovative service that operates in five pilot sites across Ireland. The primary focus of the service is to support the positive mental health and wellbeing of children, parents and significant others in their communities.

In 2021, we recruited a new Wellbeing team and designed this new trauma informed service. Due to challenges


of recruiting staff the programme was rolled out later than initially planned. The wellbeing programme is suitable for children aged 4 to 18 years and their parents living in the five pilot sites of Tallaght, Tyrrelstown, South Tipperary, Athlone and Thurles.

The programme will also work with teachers and other significant adults in children's lives as relevant.

## Reduce Waiting Times

During 2020, we experienced a significant increase in our referrals to our intensive Family Support and Early Years Services (up 21% on 2019). Almost a quarter of these (22%) were self-referrals, parents and children who came to us directly asking for help.

The waiting times that these families are experiencing are on average six months depending on the project location.

Securing funding through RTÉ's RTÉ Late Late Toy Show enabled us to invest in additional staff to work with families on the waiting list, prioritising self-referrals in our family support and bereavement services and  **reducing waiting times.**

During 2021, additional staff were recruited to the seven family support projects where families were waiting the longest for a service in Tallaght, Limerick, Waterford, Cork, Dublin 15, Limerick and Tullamore.

Our bereavement services in Cork and Dublin also recruited an additional worker each.

Our bereavement services in Cork and Dublin also recruited an additional worker each.

 **Sustainability Goal 2,4 and 10**



Twomileborris National School doing their belly breathing with their breathing buddies. The primary focus of The Barnardos Wellbeing programme is to support the positive mental health and wellbeing of children, parents and significant others in communities.



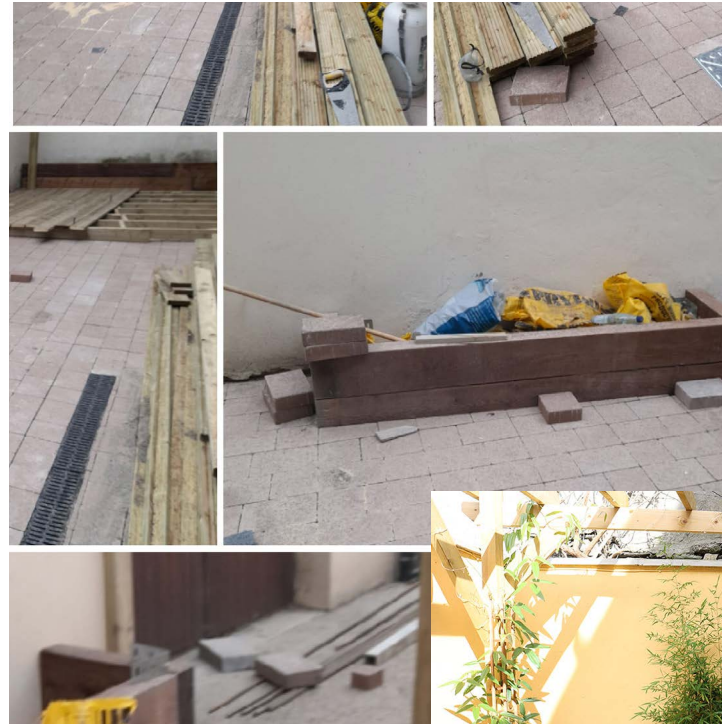
My helping hands: 2nd class girls school Carrick on Suir.



## Create Therapeutic Spaces

Covid-19 restrictions and necessary safety measures has meant that warm and cosy spaces in our centres have become more clinical. Through our trauma-informed training, we learned a lot about the importance of therapeutic spaces as a key component of successful interventions.

During 2021, we assessed each of our internal and external spaces across all of our locations. A plan was developed and significant improvements were made to transform clinical areas into warm and inviting therapeutic environments for vulnerable children and parents. This work will continue into 2022.



Post Adoption Service (PAS) before and after shots of the new therapeutic gardens in Buckingham street.



In 2021, Barnardos continued to influence local and national government policies based on the experiences and views of our staff and the best interests of children. Our policy team made numerous submissions to Government reviews and consultations, ranging from issues such as family law reform, domestic violence and Budget 2022. We also **gave evidence to several Oireachtas Committees** on topics including reform of the Leaving Certificate, bullying, child poverty and the impact of Covid-19 on children's mental health. We routinely kept TDs and senators informed of the issues and problems children and families in our services face, including hosting a ministerial visit from Roderic O'Gorman.

Barnardos worked continuously with partners to ensure the Government prioritised reopening schools and keeping them open. In July, we conducted our Back to School Survey, highlighting the struggle many parents face meeting the costs involved in sending children back to school and their increased concerns for their children's educational, emotional and social development due to school closures. Pictured is Poppy Deans (8yrs)



A total of 1,473 parents and 121 children and young people participated in Barnardos' annual Back to School Survey, which took place during June and July 2021. Pictured is Sam Reid (8yrs)



Pictured is Poppy Deans (8yrs)

## Key findings of our Back to School survey 2021



**33%**

Parents said meeting costs this year was more difficult as a result of Covid-19



**72%**

Parents reported being asked for a voluntary contribution



**51%**

Parents concerned about the cost of returning to school



**17%**

Parents borrowed money to pay for back to school costs



# Statement of Directors' Responsibilities



The Board of Directors are responsible for preparing the Directors' Annual Report and the financial statements in accordance with applicable law and regulations.

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

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

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements

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

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

The directors are also responsible for preparing a directors' report that complies with the requirements of the Companies Act 2014.

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

#### On behalf of the Board



**Martin Dobey**  
Chairperson



**Ivan Fox**  
Treasurer

6th July 2022

# Independent Auditor's Report



To the Members of Barnardos –  
Republic of Ireland CLG

# Report on the audit of financial statements

## Opinion

We have audited the financial statements of Barnardos – Republic of Ireland CLG ('the Company') for the year ended 31 December 2021 set out on pages 92-114, which comprise the Statement of Financial Activities, Balance Sheet, Cash-flow Statement and related notes, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council. In our opinion:

- the financial statements give a true and fair view of the state of the Charitable Company's affairs as at 31 December 2021 and of its incoming resources and application of resources including its income and expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and

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

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

## Conclusions relating to going concern

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

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

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



## Other information

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

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

Based solely on our work on the other information undertaken during the course of the audit, we report that:

- we have not identified material misstatements in the directors' report;

- in our opinion, the information given in the directors' report is consistent with the financial statements;
- In our opinion, the directors' report has been prepared in accordance with the Companies Act 2014.

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

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

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

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

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.



## Respective responsibilities and restrictions on use

### Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 87, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Charitable Company or to cease operations, or have no realistic alternative but to do so.

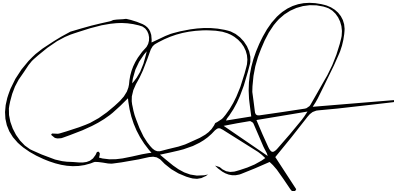
### Auditor's responsibilities for the audit of the financial statements

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

A fuller description of our responsibilities is provided on IAASA's website [here](#).

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

Our report is made solely to the Charitable Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Colm O'Sé**  
for and on behalf of **KPMG Chartered Accountants, Statutory Audit Firm**  
1 Stokes Place,  
St. Stephens Green, Dublin 2

6th July 2022

# Financial Statements



# Statement of Financial Activities

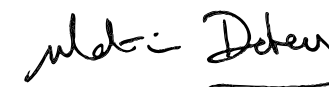
(incorporating Income and Expenditure Account)

for the year ended 31 December 2021

		2021	2021	2021	2020
		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	Note	€000	€000	€000	€000
<b>INCOME FROM</b>					
Donations and legacies	2(a)	7,325	2,834	10,159	11,080
Charitable activities	2(b)	-	16,457	16,457	15,779
Other trading activities	2(c)	969	2	971	728
Investments	2(e)	2	-	2	3
<b>Total income</b>		<b>8,296</b>	<b>19,293</b>	<b>27,589</b>	<b>27,590</b>
<b>EXPENDITURE ON</b>					
Raising funds	3(a)	3,562	571	4,133	3,946
Charitable activities	3(b)	-	21,294	21,294	20,310
Other	13(b)	-	-	-	382
<b>Total expenditure</b>		<b>3,562</b>	<b>21,865</b>	<b>25,427</b>	<b>24,638</b>
Tax payable		-	-	-	-
<b>Net income/(expenditure) for the year</b>		<b>4,734</b>	<b>(2,572)</b>	<b>2,162</b>	<b>2,952</b>
<b>OTHER RECOGNISED GAINS AND LOSSES</b>					
Actuarial gain on defined benefit pension scheme	13(b)	628	-	628	147
<b>Net movement in funds</b>		<b>5,362</b>	<b>(2,572)</b>	<b>2,790</b>	<b>3,099</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward	14(a)	11,772	1,060	12,832	9,733
Transfers between funds	14(a)	(2,408)	2,408	-	-
<b>Total funds carried forward</b>		<b>14,726</b>	<b>896</b>	<b>15,622</b>	<b>12,832</b>

All income is in respect of continuing operations.

**On behalf of the Board**



**Martin Dobey**

Chairperson



**Ivan Fox**

Treasurer

6th July 2022

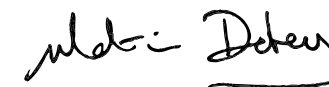


# Balance Sheet

as at 31 December 2021

		2021	2021	2020	2020
	Note	€000	€000	€000	€000
<b>FIXED ASSETS</b>					
Tangible assets	6		5,169		5,217
			5,169		5,217
<b>CURRENT ASSETS</b>					
Debtors	7	990		703	
Investments	8	-		-	
Cash at bank and in hand	9	15,763		11,585	
<b>Total current assets</b>		<b>16,753</b>		<b>12,288</b>	
<b>CURRENT LIABILITIES</b>					
Creditors: amounts falling due within one year	10	(5,751)		(3,439)	
<b>Net current assets</b>			<b>11,002</b>		<b>8,849</b>
<b>Total assets less current liabilities</b>			<b>16,171</b>		<b>14,066</b>
Provision for liabilities	12		(949)		(887)
<b>Net assets excluding pension scheme asset/liability</b>			<b>15,222</b>		<b>13,179</b>
Defined benefit pension scheme asset/(liability)	13(b)		400		(347)
<b>Total net assets</b>			<b>15,622</b>		<b>12,832</b>
<b>THE FUNDS OF THE CHARITY</b>					
Unrestricted funds	14(a)		14,726		11,772
Restricted funds	14(a)		896		1,060
<b>Total Charity funds</b>			<b>15,622</b>		<b>12,832</b>

On behalf of the Board



Martin Dobey  
Chairperson



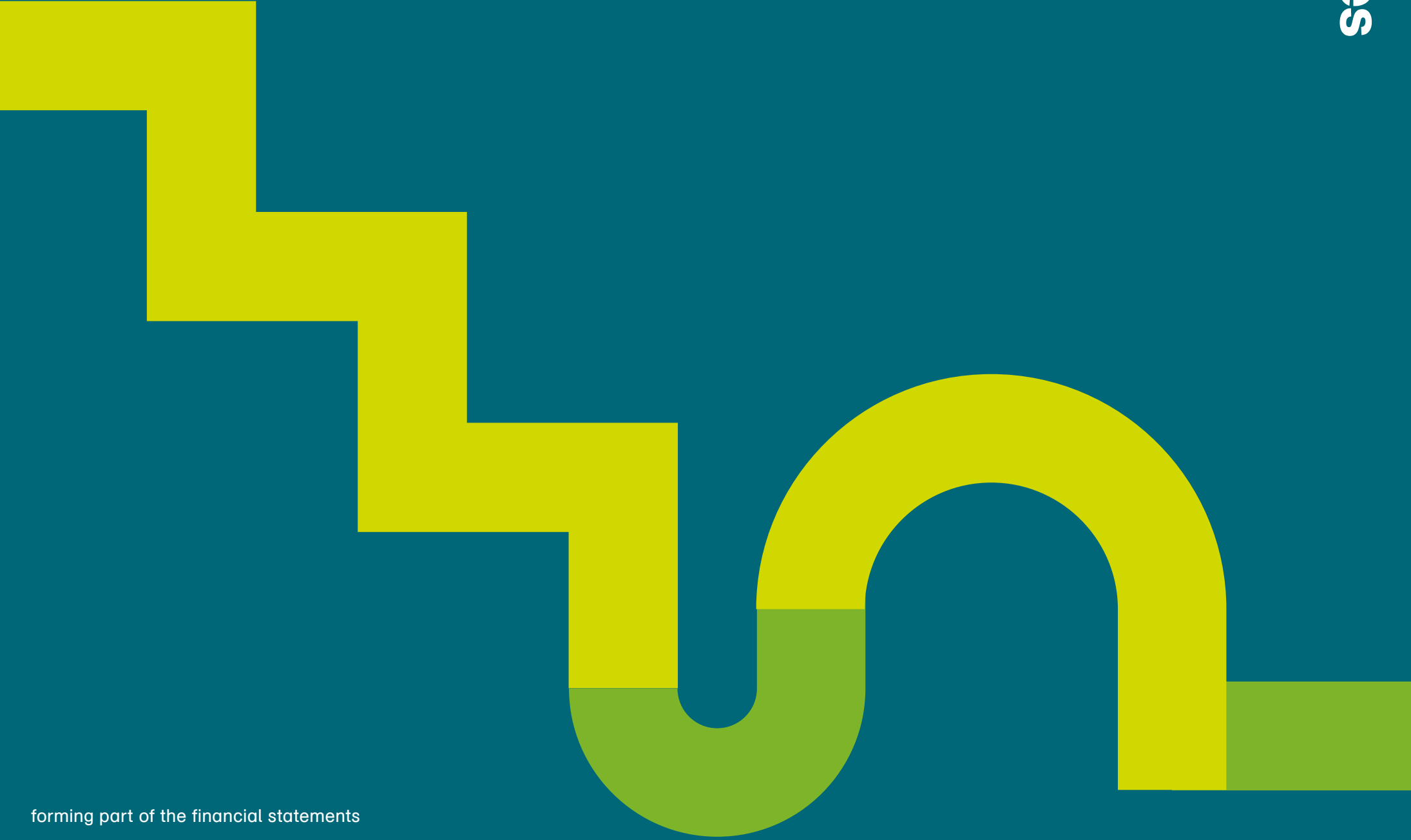
Ivan Fox  
Treasurer

6th July 2022

# Cash Flow Statement

for the year ended 31 December 2021

		2021	2020
	Note	€000	€000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net income for the year		2,162	2,952
<b>Adjust for profit on disposal of assets and impairment (non cash)</b>			
Depreciation charge	5	429	411
(Increase)/decrease in trade and other debtors	7	(287)	121
Increase in trade and other creditors	10	2,312	200
Increase in provisions for liabilities	12	62	39
(Decrease)/increase in pension scheme deficit	13(b)	(747)	141
Pension scheme actuarial gain	13(b)	628	147
Interest receivable and similar income	2(e)	(2)	(3)
<b>Net cash provided by operating activities</b>		<b>4,557</b>	<b>4,008</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest receivable and similar income	2(e)	2	3
Net movement in investments	8	-	1,000
Acquisition of tangible assets	6	(381)	(50)
Disposal of tangible assets	6	-	10
<b>Net cash provided by investing activities</b>		<b>(379)</b>	<b>963</b>
<b>Net cash from financing activities</b>			
		-	-
<b>Change in cash and cash equivalents in the year</b>		<b>4,178</b>	<b>4,971</b>
Cash and cash equivalents at the beginning of the year		11,585	6,614
<b>Cash and cash equivalents at the end of the year</b>	9	<b>15,763</b>	<b>11,585</b>



# Note 1: Statement of Accounting Policies for the Year Ended 31st December 2021

## Basis of Preparation

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

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

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

sections 4.7, 10.6 and 15.2 of that SORP.

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

The financial statements have been prepared under the historical cost convention, except for pension scheme assets which are measured at fair value. The financial statements have been prepared on a going concern basis (as outlined in the Directors' Report under the Financial Review and Risk Management section).

The presentation currency of these financial statements is Euro. All

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

## Significant Accounting Estimates and Judgements

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

## Income

Income is recognised in the Statement of Financial Activities only when the Charity is legally entitled to the income, the amounts involved can

be measured with sufficient reliability and it is probable that the income will be received by the Charity.

All income is recorded on a gross basis.

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

## Donations and legacies

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

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

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

## Charitable activities

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

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

All statutory grants are treated as restricted income.

## Income from other trading activities

Income from other trading activities comprises of retail income (income

## Note 1: Statement of Accounting Policies for the Year Ended 31st December 2021 (continued)

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

### Interest receivable

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

### Donations in Kind

Donated goods and services are included as income at their estimated value to the Charity when received, where a reliable basis of valuation exists, and under the appropriate expenditure heading depending on the nature of the goods or service provided, at the same value and time.

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

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

### Expenditure

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

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

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

### Raising funds

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

### Charitable activities

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

### Support costs

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

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

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

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

### Employment costs

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

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

### Taxation

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

### Operation Leases

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

### Tangible Assets

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

- Freehold land and buildings – 2%
- Leasehold land and buildings - 2% & 4%
- Fixtures, fittings and equipment - 20%
- Computer and software - 20%
- Motor vehicles - 15%

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

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

### Inventories

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



## Note 1: Statement of Accounting Policies for the Year Ended 31st December 2021 (continued)

### Debtors

Debtors are recognised at the settlement amount due.

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

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

### Cash at Bank and in Hand

Cash at bank and in hand is comprised of cash on deposit at banks for which the remaining fixed term is less than 3 months.

### Investments

Investments are highly liquid cash equivalents for which the remaining fixed term is in excess of 3 months.

### Creditors

Creditors are recognised at their settlement amount.

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

### Financial Instruments

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

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

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

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

### Provisions

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

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

### Retirement Benefits

#### Defined contribution scheme

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

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

#### Defined benefit scheme

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

The Charity determines the net interest expense on the net defined benefit liability for the period by applying the discount rate, as determined at the beginning of the annual period, to the net defined benefit liability taking account of changes arising as a result of contributions and benefit payments.

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

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

### Fund Accounting

There are two types of funds maintained as follows:

- Restricted funds represent income which can only be used for particular purposes as specified by donors.
- Unrestricted funds are comprised of general funds and designated funds. General funds are expendable at the discretion of

the organisation in furtherance of the objectives of the Charity while designated funds are a portion of the unrestricted funds that have been set aside for a particular purpose.

Income is treated as being general and unrestricted, unless a donor has specified the manner in which the donation is to be spent, in which case it is treated as restricted income. The Charity's policy is to only retain sufficient reserves to safeguard the continuity of its services, thereby committing the maximum possible resources to its current services.

The Board reviews the level of reserves held periodically and the last review was done in December 2021 in conjunction with the approval of the 2022 budget.

## Note 2: Income

(a) Donations and legacies	2021			2020		2020
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Committed and cash giving	4,134	184	4,318	4,464	597	5,061
Partnerships, national campaigns & community events	2,244	249	2,493	2,587	489	3,076
Philanthropy	368	1,637	2,005	148	1,336	1,484
Community employment scheme - shops (Note 2(d))	-	434	434	-	468	468
Legacies	352	-	352	319	-	319
Other fees and grants *	227	105	332	353	78	431
Donated goods and services **	-	225	225	-	241	241
<b>Total</b>	<b>7,325</b>	<b>2,834</b>	<b>10,159</b>	<b>7,871</b>	<b>3,209</b>	<b>11,080</b>

(b) Charitable activities - grants from statutory and other sources	2021			2020		2020
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Tusla (Child & Family Agency)	-	10,021	10,021	-	9,306	9,306
Service income Guardian ad Litem (GAL)	-	2,961	2,961	-	3,072	3,072
Pobal	-	1,431	1,431	-	1,245	1,245
Health Service Executive (HSE)	-	977	977	-	960	960
Community employment scheme - services	-	237	237	-	232	232
Other fees and grants	-	226	226	-	277	277
Department of Children, Equality, Disability, Integration and Youth	-	217	217	-	230	230
Department of Education	-	119	119	-	117	117
City/County Councils	-	114	114	-	215	215
Department of Justice	-	103	103	-	74	74
Education & Training Board Ireland	-	51	51	-	51	51
<b>Total</b>	<b>-</b>	<b>16,457</b>	<b>16,457</b>	<b>-</b>	<b>15,779</b>	<b>15,779</b>

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

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

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

**Note 2: Income** (continued)

(c) Other trading activities	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2 (d))	747	-	747	598	-	598
Memberships, publications and training	222	2	224	129	1	130
<b>Total</b>	<b>969</b>	<b>2</b>	<b>971</b>	<b>727</b>	<b>1</b>	<b>728</b>

(d) Retail operations - charity shops	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2(c))	747	-	747	598	-	598
Community employment scheme - shops (Note 2(a))	-	434	434	-	468	468
Other fees and grants - shops - Revenue	-	105	105	-	78	78
Other fees and grants - shops - Local Councils	-	29	29	-	50	50
Other fees and grants - shops - Pobal	-	3	3	-	82	82
<b>Total income</b>	<b>747</b>	<b>571</b>	<b>1,318</b>	<b>598</b>	<b>678</b>	<b>1,276</b>
<b>Less expenses</b>						
Direct retail expenses	(696)	(137)	(833)	(584)	(210)	(794)
Community employment scheme - shops	-	(434)	(434)	-	(468)	(468)
Support costs	(51)	-	(51)	(46)	-	(46)
<b>Total expenditure (Note 3(a))</b>	<b>(747)</b>	<b>(571)</b>	<b>(1,318)</b>	<b>(630)</b>	<b>(678)</b>	<b>(1,308)</b>
<b>Net shop contribution</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32)</b>	<b>-</b>	<b>(32)</b>

(e) investments	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Deposit interest	2	-	2	3	-	3

### Note 3: Expenditure

(a) Raising funds	2021	2021	2021	2020
	Direct	Support (Note 3(c))	Total	Total
	€000	€000	€000	€000
Committed and cash giving	1,310	74	1,384	1,617
Partnerships, national campaigns & community events	1,100	63	1,163	807
Philanthropy	208	12	220	190
Legacies	45	3	48	24
<b>Subtotal</b>	<b>2,663</b>	<b>152</b>	<b>2,815</b>	<b>2,638</b>
Retail (Note 2(d))	1,267	51	1,318	1,308
<b>Total</b>	<b>3,930</b>	<b>203</b>	<b>4,133</b>	<b>3,946</b>
Unrestricted	3,359	203	3,562	3,267
Restricted (Note 14(a))	571	-	571	679
<b>Total</b>	<b>3,930</b>	<b>203</b>	<b>4,133</b>	<b>3,946</b>

(b) Charitable activities	2021	2021	2021	2020
	Direct	Support (Note 3(c))	Total	Total
	€000	€000	€000	€000
<b>Children's services</b>				
Family support	9,179	741	9,920	9,181
Early years	3,364	269	3,633	3,566
Specialist services (i)	3,278	265	3,543	3,639
Guardian Ad Litem	2,703	267	2,970	2,861
Learning and development	989	69	1,058	851
<b>Subtotal</b>	<b>19,513</b>	<b>1,611</b>	<b>21,124</b>	<b>20,098</b>
<b>Research and policy</b>				
Research and policy	156	14	170	212
<b>Total</b>	<b>19,669</b>	<b>1,625</b>	<b>21,294</b>	<b>20,310</b>
Unrestricted	-	-	-	-
Restricted (Note 14(a))	19,669	1,625	21,294	20,310
<b>Total</b>	<b>19,669</b>	<b>1,625</b>	<b>21,294</b>	<b>20,310</b>

(c) Support costs		2021	2021	2021	2020
		Raising funds	Charitable activities	Total	Total
Cost drivers		€000	€000	€000	€000
Information technology	Salary expenditure	63	503	566	589
Finance	Salary expenditure	53	421	474	504
Human resources	Salary expenditure	47	380	427	443
Governance	Salary expenditure	40	321	361	368
<b>Total</b>		<b>203</b>	<b>1,625</b>	<b>1,828</b>	<b>1,904</b>

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

## Note 4: Staff Costs

### (a) Costs and numbers

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

	2021	2020
<b>Staff costs</b>	<b>€000</b>	<b>€000</b>
Wages and salaries	15,030	14,506
Social welfare	1,609	1,539
Retirement benefits	669	686
Redundancy costs	138	59
<b>Subtotal</b>	<b>17,446</b>	<b>16,790</b>
Community employment scheme	643	676
<b>Total</b>	<b>18,089</b>	<b>17,466</b>

Retirement benefit costs include employer contributions and operating costs for the defined contribution scheme of €578k (2020: €565k) and the current service and operating costs of the defined benefit scheme of €91k (2020: €121k).

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

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

Redundancy payments, made or provided for during the year, totalled €138k (2020: €59k). These redundancies arise where services are discontinued or are no longer in receipt of required funding.

The average monthly number of employees, including part-time staff, but not including volunteers, during the year was 479 (2020: 469).

	2021	2020
<b>Staff activities are as follows</b>	<b>Number</b>	<b>Number</b>
Direct charitable activities	356	351
Raising funds	49	46
Support	29	29
<b>Subtotal</b>	<b>434</b>	<b>426</b>
Community employment scheme	45	43
<b>Total</b>	<b>479</b>	<b>469</b>



**Note 4: Staff Costs** (continued)**(b) Salary range**

	2021	2020
	Number	Number
€60,000 - €70,000	26	20
€70,000 - €80,000	3	4
€80,000 - €90,000	5	6
€90,000 - €100,000	3	2
€100,000 - €110,000	1	1
<b>Total</b>	<b>38</b>	<b>33</b>

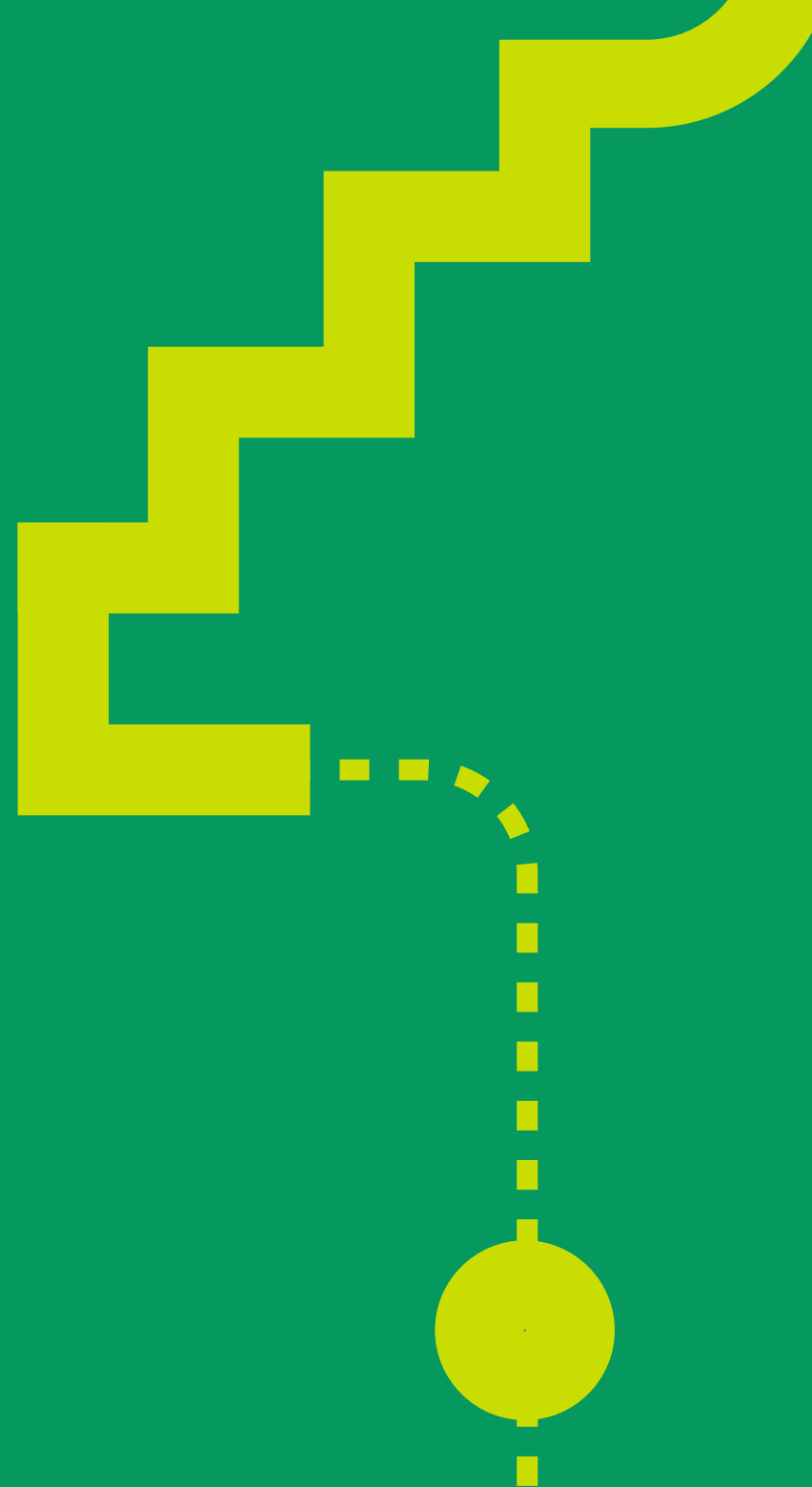
The number of employees whose employment benefits (excluding employer retirement benefit costs and employer PRSI contributions) is as follows:

In 2021, remuneration, including employer retirement benefit costs and employer PRSI contributions and any redundancy payments, paid to the Senior Management Team of the Charity (who are considered key management personnel (see Reference and Administration Details at the end of this report for details)), amounted to €451k (2020: €512k). No members of the Senior Management Team are members of the defined benefit pension scheme.

Barnardos CEO, Suzanne Connolly, is paid an annual salary of €103,652. She is entitled to join the Barnardos defined contribution pension scheme and she receives no other employment benefits.

**(c) Board member expenses**

None of the members of the Board received remuneration for their services. No Board member was reimbursed for expenses during the year (2020: €0).



**Note 5: Other Information**

	2021	2020
	€000	€000
<b>Auditor's remuneration, including expenses:</b>		
- audit of financial statements	33	16
- other assurance and advisory services	12	5
Depreciation	429	411
Operating leases - primarily land and buildings	375	346
Settlement of annuity purchase	-	382

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

The settlement of annuity purchase is the crystallisation of losses when the Charity completed a competitive annuity buy-out of the defined benefit pension scheme during 2020. The buy-out reduced the members of the scheme by 80%. The actuarial total surplus shortfall for the scheme has reduced from €1.2 million to breakeven at 2020 year-end and a surplus of €0.5m at the end of 2021.



## Note 6: Tangible Assets

	Freehold land and buildings	Leasehold land and buildings	Furniture, fittings and equipment	Computers and software	Motor vehicles	Total
	€000	€000	€000	€000	€000	€000
<b>Cost</b>						
At 1 January 2021	4,324	5,873	1,725	911	416	13,249
Additions	44	-	128	209	-	381
Disposals and retirements in the year	-	-	-	-	-	-
<b>At 31 December 2021</b>	<b>4,368</b>	<b>5,873</b>	<b>1,853</b>	<b>1,120</b>	<b>416</b>	<b>13,630</b>
<b>Depreciation</b>						
At 1 January 2021	1,322	3,979	1,716	756	259	8,032
Charge for year	86	114	34	150	45	429
Disposals and retirements in the year	-	-	-	-	-	-
<b>At 31 December 2021</b>	<b>1,408</b>	<b>4,093</b>	<b>1,750</b>	<b>906</b>	<b>304</b>	<b>8,461</b>
<b>Net book value</b>						
<b>At 31 December 2021</b>	<b>2,960</b>	<b>1,780</b>	<b>103</b>	<b>214</b>	<b>112</b>	<b>5,169</b>
At 31 December 2020	3,002	1,894	9	155	157	5,217

Included in tangible assets are the premises of the Finglas Family Resource Centre. Barnardos negotiated and project managed the purchase and start of the construction of this new facility in 2021 for the benefit of the Finglas community and are the custodian of the premises on behalf of the local community.

**Note 7: Debtors**

	2021	2020
	€000	€000
Trade debtors	829	599
Accrued Income	-	12
Other debtors	14	8
Prepayments	147	84
<b>Total</b>	<b>990</b>	<b>703</b>

All amounts included within debtors fall due within one year. Trade debtors are presented net of a provision for bad debts of €6k (2020: €6k).

**Note 8: Investments**

	2021	2020
	€000	€000
Deposits	-	-
<b>Total</b>	<b>-</b>	<b>-</b>

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

**Note 9: Cash in Bank and on Hand**

	2021	2020
	€000	€000
Cash in bank and on hand	15,763	11,585
<b>Total</b>	<b>15,763</b>	<b>11,585</b>

All funds held by the Charity are held with banks that have a credit rating which is in line with the investment policy of the Charity, as approved by the Board. All funds are cash on deposit at banks for which the remaining fixed term, if any, is less than three months.

**Note 10: Creditors: amounts falling due within one year**

	2021	2020
	€000	€000
Deferred income (i)	4,422	2,296
Trade creditors	377	424
PAYE/PRSI creditor	402	371
Accruals	435	244
Other creditors	99	90
VAT creditor	16	14
<b>Total</b>	<b>5,751</b>	<b>3,439</b>

(i) Movements in deferred income	2021		2021	2020
	Statutory	Non-Statutory	Total	Total
	€000	€000	€000	€000
Deferred income at 1 January	1,204	1,092	2,296	2,051
Income deferred in the year	1,505	2,917	4,422	2,296
Deferred income released in the year	(1,204)	(1,092)	(2,296)	(2,051)
<b>Deferred income at 31 December</b>	<b>1,505</b>	<b>2,917</b>	<b>4,422</b>	<b>2,296</b>

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

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

**Note 11: Financial Instruments**

The carrying amounts of the financial assets and liabilities include:

	2021	2020
	€000	€000
Assets measured at amortised cost	16,606	12,204

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

	2021	2020
	€000	€000
Liabilities measured at amortised cost	(894)	(899)

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



## Note 12: Provision for Liabilities

	2021	2021	2021	2020
	Capital restrictions	Employment Obligations	Total	Total
	€000	€000	€000	€000
Provisions at 1 January	552	335	887	848
Charged in the year (i)	-	144	144	59
Released in the year (ii)	-	(20)	(20)	-
Utilised in the year (iv)	-	(42)	(42)	-
Amortised during the year	(20)	-	(20)	(20)
<b>Provisions at 31 December (iii)</b>	<b>532</b>	<b>417</b>	<b>949</b>	<b>887</b>

There were no contingent liabilities requiring disclosure as at 31 December 2021 (31 December 2020: €0).

### Capital restrictions

- (i) There was no charge of any capital restrictions during 2021 (2020: €0k).
- (ii) There was no release of any capital restrictions during 2021 (2020: €0k).
- (iii) The provisions in respect of restrictions on capital grants, have been recognised based on the contractual terms agreed when the grant was awarded.

At 31 December 2021, these restrictions were as follows:

- Mulhuddart: Restrictions of €325k on a capital grant from Pobal - National Childcare Investment Programme 2006-2010 become repayable, on an amortised basis, if the service is not operated for a minimum of 16 years from December 2009. The amortised balance at 31 December 2021 is €82k (2020: €102k).
- Thurles: €150k becomes repayable to the HSE in the event of the asset being disposed of before 2023.
- Mullingar: €300k becomes repayable to the HSE in the event of the asset being disposed of, unless replaced by mutually agreed premises.

### Employment obligations

- (i) The charge of €144k during 2021 relates to redundancy payments provided for during the year (2020: €59k).
- (ii) The release of €20k during 2021 relates to adjustments to estimates made in prior periods (2020: €0k).
- (iii) The provision at 31 December 2021, comprises primarily of the expected redundancy costs related to the closure of the Barnardos Guardian Ad Litem service. Additional redundancy provisions relate to the Garda Vetting service. Barnardos has been given notice by the

Department of Children, Equality, Disability, Integration & Youth that this service will go to tender in 2022. The provisions have been calculated based on the accrued service of the employees up to the date of their expected departure. The provisions will be utilised when payments are made to employees on departure.

- (iv) The utilisation of €42k relates to redundancy payments made during the year.

## Note 13: Retirement Benefit Schemes

### (a) Defined contribution pension scheme

The Charity operates a defined contribution pension scheme for all qualifying members of staff. The contributions are paid into a separate fund, the assets of which are invested by an independent trustee. By 31st December 2021, there were 222 active members of the scheme (2020: 220). The defined contribution pension scheme charge for 2021 was €578k (2020: €565k). Where pension costs are incurred in more than one activity they are apportioned between the related activities based on the amount of staff cost that each activity absorbs. Approximately 86%

of defined contribution pension costs are paid from restricted funds.

### (b) Defined benefit pension scheme

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

A funding proposal was submitted to the Pensions Authority in May 2019. This funding proposal was designed to enable the defined benefit pension scheme to satisfy the minimum

funding standard at 31 December 2024. The recommended contribution rate was 27% of pensionable salaries plus a fixed monthly contribution of €11,700 payable from 1 January 2019 until 31 December 2024. The funding level of the scheme is 109% at 31 December 2021, under the minimum funding standard (MFS) basis.

During 2020, Barnardos, on foot of actuarial advice, took advantage of a favourable market position to engage in a pension legacy de-risking transaction, for pensioners, in the defined benefit pension scheme. The matching assets and liabilities, associated with all of the pensioners

in the defined benefit pension scheme, were transferred to Irish Life. The provider was selected on a competitive basis. The pension legacy de-risking was in compliance with the current funding proposal and had a settlement cost of €382k. The Pensions Authority was notified. The total surplus shortfall on the scheme has reduced from an actuarial estimate of €1.2m deficit, prior to the buy-out, to zero at the 2020 year-end. The settlement cost of €382k was the crystallisation of associated costs in 2020, rather than at a future date.

▼ The Charity expects to contribute up to €151k to its defined benefit pension scheme in 2022.

### Movement in deficit during the year

	2021	2020
	€000	€000
Deficit in scheme at beginning of year	(347)	(206)
Contributions paid	157	162
Charge in Statement of Financial Activities:		
- Employer's part of current service cost	(37)	(64)
- Interest expense	(1)	(4)
Actuarial gain	628	147
Buy-out of annuities settlement cost	-	(382)
<b>Surplus/(deficit) in scheme at end of year</b>	<b>400</b>	<b>(347)</b>

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

	2021	2020
	€000	€000
Scheme liabilities at start of year	4,293	12,166
Current service cost (net of members contribution)	37	64
Interest on liabilities	15	56
Actual member contributions	5	6
Actuarial gains	(514)	(156)
Liabilities extinguished on settlement	-	(7,232)
Change in value of AVCs	4	5
Benefits paid	(60)	(616)
<b>Scheme liabilities at end of year based on end of year assumptions</b>	<b>3,780</b>	<b>4,293</b>

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

	2021	2020
	€000	€000
Market value at beginning of year	3,946	11,960
Interest on plan assets	14	52
Actual return less interest on plan assets	114	(9)
Assets distributed on settlement	-	(7,614)
Contributions by the employer	157	162
Contributions by plan members	5	6
Change in value of AVCs	4	5
Benefits paid	(60)	(616)
<b>Market value at end of year</b>	<b>4,180</b>	<b>3,946</b>

**Note 13: Retirement Benefit Schemes** (continued)

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

	2021	2020
	€000	€000
<b>Charged to expenditure</b>		
Current service costs	37	64
Other operating costs paid by the employer	53	53
<b>Charged to other finance income</b>		
Interest expense	1	4
<b>Total charge in Statement of Financial Activities</b>	<b>91</b>	<b>121</b>

**Fair value of the plan assets**

	2021	2021	2020	2020
	Fair value	Fair value	Fair value	Fair value
	€000	%	€000	%
Other	1,158	27.70%	1,105	28.00%
Debt instruments	1,028	24.60%	1,089	27.60%
Cash	1,158	27.70%	797	20.20%
Equities	836	20.00%	687	17.40%
Property	-	0.00%	268	6.80%
<b>Total</b>	<b>4,180</b>	<b>100.00%</b>	<b>3,946</b>	<b>100.00%</b>

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

	2021	2020
Inflation rate	1.90%	0.70%
Discount rate	1.10%	0.35%
Expected rate of salary increases	2.90%	1.70%
Rate of pension increases in payment	0.00%	0.00%
Rate of pension increases in deferment	1.90%	0.70%

It is assumed that scheme members will withdraw on average 12.5% of their fund on retirement (2020: 12.5%).

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

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

	2021	2020
	Years	Years
<b>Longevity at age 65 for current pensioners</b>		
Male	22.9	22.8
Female	25.3	25.2
<b>Longevity at age 65 for members aged 55</b>		
Male	24.1	24.0
Female	26.3	26.2

## Note 14: Funds

### (a) Movement in funds

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

		Balance 1 January 2021	Income	Expenditure	Other recognised gains	Transfers	Balance 31 December 2021
		€000	€000	€000	€000	€000	€000
<b>Unrestricted funds</b>							
<b>General funds</b>	(i)	-	8,296	(3,562)	628	(5,362)	-
<b>Designated funds</b>	(ii)						
Tangible assets		4,665	-	-	-	(28)	<b>4,637</b>
Planned budget deficit		-	-	-	-	-	-
Strategic initiatives		1,553	-	-	-	936	<b>2,489</b>
Programme continuity fund		5,554	-	-	-	2,046	<b>7,600</b>
<b>Total unrestricted funds</b>		<b>11,772</b>	<b>8,296</b>	<b>(3,562)</b>	<b>628</b>	<b>(2,408)</b>	<b>14,726</b>
<b>Restricted funds</b>							
	(iii)						
<b>Charitable activities</b>							
Family support		28	9,007	(9,920)	-	1,012	<b>127</b>
Specialist services		11	3,075	(3,543)	-	460	<b>3</b>
Early years		9	2,684	(3,633)	-	1,002	<b>62</b>
Guardian Ad Litem		-	2,961	(2,970)	-	9	-
Learning and development		8	973	(1,058)	-	77	-
Research and policy		223	22	(170)	-	84	<b>159</b>
<b>Subtotal</b>		<b>279</b>	<b>18,722</b>	<b>(21,294)</b>	<b>-</b>	<b>2,644</b>	<b>351</b>
<b>Raising funds</b>							
Raising funds		-	571	(571)	-	-	-
Covid-19 appeal fund		781	-	-	-	(236)	<b>545</b>
<b>Subtotal</b>		<b>781</b>	<b>571</b>	<b>(571)</b>	<b>-</b>	<b>(236)</b>	<b>545</b>
<b>Total restricted funds</b>		<b>1,060</b>	<b>19,293</b>	<b>(21,865)</b>	<b>-</b>	<b>2,408</b>	<b>896</b>
<b>Total Charity funds</b>		<b>12,832</b>	<b>27,589</b>	<b>(25,427)</b>	<b>628</b>	<b>-</b>	<b>15,622</b>

**Note 14: Funds (continued)**

The funds carried forward at 31 December 2021 are:

**Unrestricted funds**

- (i) General unrestricted funds are for use at the discretion of the Board in furtherance of the objectives of the Charity. Where balances arise at the end of the year, these are generally utilised in the upcoming financial year.
- (ii) Designated funds represent amounts that the Charity has at its discretion set aside for specific purposes, which would otherwise form part of the general reserves of the Charity. At the end of 2021, funds had been designated for specific purposes as follows:
- » The carrying value of tangible assets for use by the Charity less associated capital restrictions.
  - » The strategic initiatives are a range of initiatives to be considered by the Board, to develop future services and ensure the Charity has the capacity to deliver those services.
  - » The net amount that the Board has agreed to be set aside to ensure that it can protect its ongoing programme of work from unexpected adverse variances in income.

**Restricted funds**

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

The Covid-19 appeal fund is made up of funds donated by members of the public in response to the Barnardos appeal. Covid-19 appeal funds continue to be used for Covid-19 related responses, by Barnardos in 2022 as the effects of the pandemic continue. Barnardos will ensure the funds are appropriately spent, with the most effective impact.

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

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

Fund balances are represented by:	2021	2021	2021	2020
	Unrestricted funds	Restricted funds	Total funds	Total funds
	€000	€000	€000	€000
Tangible assets	5,169	-	5,169	5,217
Cash and current asset investments	10,445	5,318	15,763	11,585
Debtors, stocks and other current assets	990	-	990	703
Creditors, deferred income and provisions	(1,878)	(4,422)	(6,300)	(4,673)
<b>Total</b>	<b>14,726</b>	<b>896</b>	<b>15,622</b>	<b>12,832</b>



**Note 15: Commitments**

Operating lease commitments payable during the next twelve months amount to €288k (2020:€287k) and are payable in relation to leases as follows:

	Motor vehicles	Plant and equipment	Land and buildings	Total
	€000	€000	€000	€000
Payable within one year	4	18	266	288
Payable within two to five years	-	1	524	525
Payable after five years	-	-	58	58
<b>Total</b>	<b>4</b>	<b>19</b>	<b>848</b>	<b>871</b>

**Note 16: Related Party Transactions**

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

One employee sits on the Board of the Tallaght Local Drugs and Alcohol Task Force. The Charity's income for the year includes €206k (2020: €208k) from the HSE via the Tallaght Local Drugs and Alcohol Task Force.

As well as donating their time and expertise during 2021, the Directors made unconditional donations of €26k (2020: €36k) to the Charity.

In addition, the total amount of donations received from trusts and companies controlled by Directors during 2021 was €0k (2020: €10k).

There were no other related party transactions during the year ended 31 December 2021 (31 December 2020: €Nil).

**Note 17: Legal Status of the Charity**

In accordance with Section 1180 of the Companies Act 2014, the Charity is exempt from including the word 'limited' in its name. The Charity is limited by guarantee and has no share capital. By 31st December 2021, there were 42 members (2020: 43), whose guarantee is limited to €1.27 each.

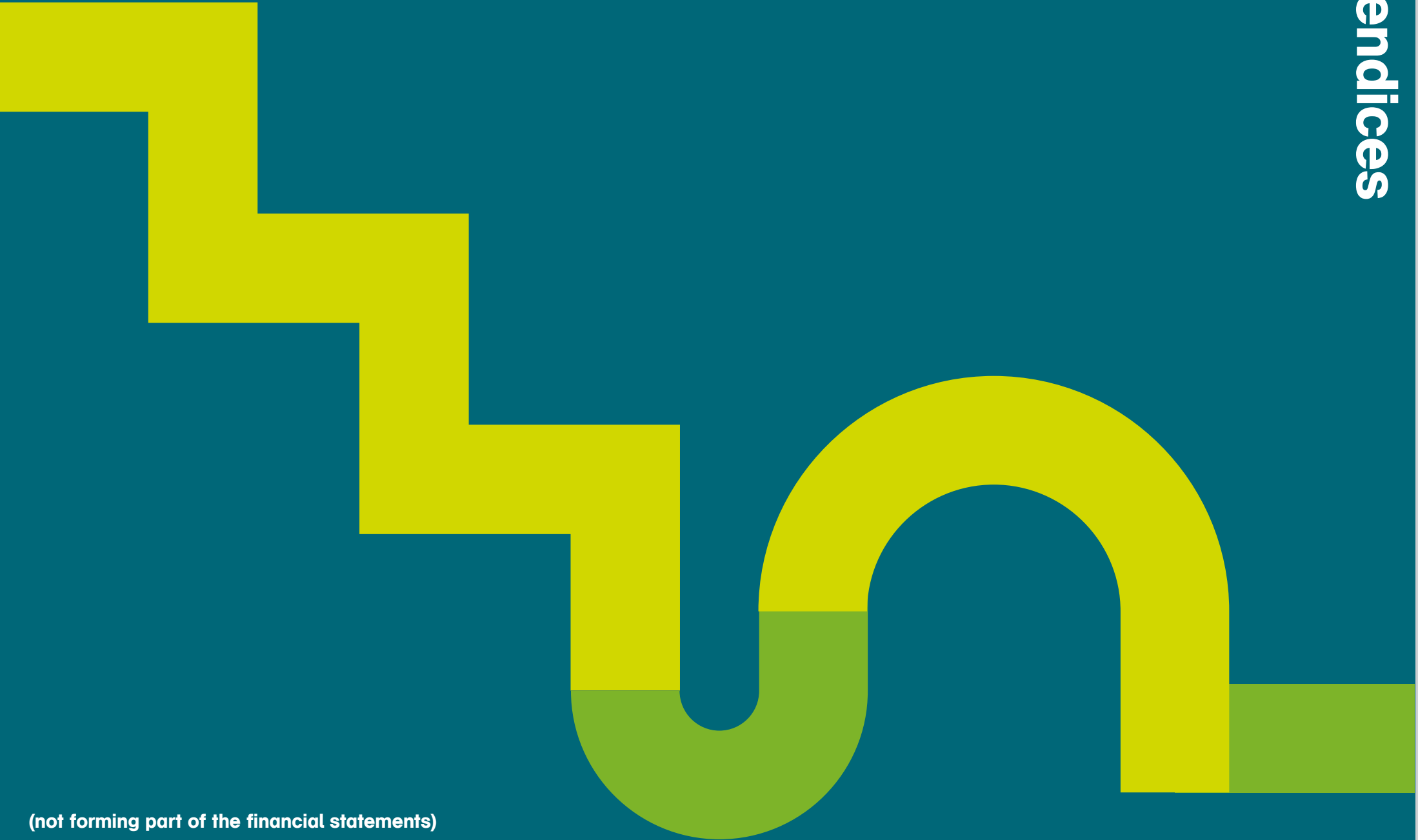
**Note 18: Post Balance Sheet Events**

There has been no direct financial impact as a result of the war in Ukraine, to date, though Barnardos has engaged in initiatives and proposals to work with displaced Ukrainians. There have been no events subsequent to the year-end that require any adjustment to, or additional disclosure in, the 2021 Financial Statements.

**Note: 19: Approval of Financial Statements**

The Board approved the financial statements on 4th May 2022.

# Appendices



(not forming part of the financial statements)

# Analysis of statutory income and expenditure

## A. Tusla (Child & Family Agency)

	2021 €000	2021 €000	2021 €000	2021 €000	2021 €000	2020 €000	2021 €000	2020 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
<b>A. Tusla (Child &amp; Family Agency)</b>								
<b>Dublin North East</b>								
Dublin North City	178	2,401	(2)	(319)	2,258	2,197	2,258	2,197
Louth/Meath	29	88	-	(25)	92	84	92	84
Cavan/Monaghan	-	20	-	-	20	8	20	8
<b>Dublin Mid Leinster</b>								
Dublin South West/Kildare/West Wicklow	42	759	-	(43)	758	726	758	726
Dublin South Central	120	1,084	-	(167)	1,037	946	1,037	946
Midlands	1	911	19	-	931	855	931	855
<b>South East</b>								
Dublin South East/Wicklow	-	405	-	-	405	386	405	386
Carlow/Kilkenny/South Tipperary	8	816	-	-	824	778	824	778
Waterford/Wexford	87	949	-	(97)	939	822	939	822
<b>Mid West</b>								
Mid West	51	1,737	-	(100)	1,688	1,582	1,688	1,582
<b>South West</b>								
Cork	68	548	-	(74)	542	482	542	482
<b>Other</b>								
Counselling Grant Section	-	175	-	(22)	153	176	153	176
Domestic, Sexual & Gender Based Violence (DSGBV) Unit	93	230	-	(149)	174	130	174	130
Paul Partnership - Homemaker Service	40	135	-	(45)	130	95	130	95

# Analysis of statutory income and expenditure (continued)

## A. Tusla (Child & Family Agency) (continued)

	2021 €000	2021 €000	2021 €000	2021 €000	2021 €000	2020 €000	2021 €000	2020 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
<b>A. Tusla (Child &amp; Family Agency) (continued)</b>								
<b>Other (continued)</b>								
Library and Information Services	28	21	(4)	(24)	21	16	21	16
LGBTI+ Capacity Building Initiative Funding Scheme with DCEDIY	-	10	-	(1)	9	-	9	-
Cork City Childcare - Community Childcare Services Grant Initiative 2021 - Youghal	-	5	-	(1)	4	-	4	-
Tipperary Children & Young People's Services Committee (CYPSC) - Clonmel	-	6	-	-	6	-	6	-
Waterford CYPSC - Ballybeg & Family Support West Waterford	3	5	-	(4)	4	3	4	3
Dublin City North CYPSC - Finglas Family Resource Centre	-	4	-	-	4	1	4	1
Wexford CYPSC - Wexford Teen Parents	-	2	-	-	2	-	2	-
Dublin City North CYPSC - ABC Finglas	-	1	-	-	1	2	1	2
Tusla Participation Initiative - TLC Kidz Cork	-	26	-	(17)	9	-	9	-
Tusla Participation Initiative - National CYPSC	-	9	-	-	9	-	9	-
Tusla Participation Initiative - Cork CYPSC	-	9	-	(8)	1	-	1	-
Tusla Participation Initiative - Prevention, Partnership & Family Support (PPFS) MidWest	-	5	-	(5)	-	-	-	-
Tusla Participation Initiative - TLC Kidz Cavan & Monaghan	-	2	-	(2)	-	-	-	-
QCBI Innovation Fund	-	-	-	-	-	8	-	8
Dublin City North CYPSC - Mulhuddart Targeted Early Intervention	-	-	-	-	-	4	-	4
Carlow CYPSC	-	-	-	-	-	3	-	3
Dublin City South CYPSC - Cherry Orchard	-	-	-	-	-	1	-	1
Dublin City South CYPSC - Rialto Family Centre	-	-	-	-	-	1	-	1
<b>Subtotal</b>	<b>748</b>	<b>10,363</b>	<b>13</b>	<b>-1,103</b>	<b>10,021</b>	<b>9,306</b>	<b>10,021</b>	<b>9,306</b>

## Analysis of statutory income and expenditure (continued)

### B. Pobal

	2021 €000	2021 €000	2021 €000	2021 €000	2021 €000	2020 €000	2021 €000	2020 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
<b>B. Pobal</b>								
<b>Community Childcare Subvention</b> - Department of Children, Equality, Disability, Integration and Youth (DCEDIY):								
- Loughlinstown Family Centre	5	93	-	(1)	97	77	97	77
- Tivoli Family Centre	-	96	-	-	96	58	96	58
- Brighter Futures, Knocknaheeny Service	-	136	-	-	136	108	136	108
- Early Years Service, Mulhuddart	15	97	-	-	112	79	112	79
- Finglas Early Intervention Service	-	74	-	-	74	61	74	61
- Millbrook Family Support Service	-	96	(6)	-	90	70	90	70
- Thurles Targeted Early Intervention Service	-	130	-	-	130	71	130	71
- Youghal Family Resource Initiative	-	4	9	(1)	12	-	12	-
<b>VCO</b> - DCEDIY	-	549	-	-	549	541	549	541
<b>Covid-19 Stability Scheme for Community and Voluntary, Charity and Social Enterprise Organisations</b> - DRCD	72	70	(139)	-	3	82	3	82
<b>SSNO</b> - DRCD	-	90	-	-	90	90	90	90
<b>Healthy Ireland Fund</b> - Northside Partnership Ltd on behalf of Dublin City North CYPSC (Finglas Family Resource Centre) - DH & DCEDIY	-	15	5	-	20	5	20	5
<b>Ballyfermot Chapelizod Partnership</b> - Rialto & Cherry Orchard Services	-	8	-	-	8	-	8	-
<b>Healthy Ireland Fund</b> - Tipperary County Council (Clonmel Service) - DH & DCEDIY	-	5	-	-	5	-	5	-
<b>Healthy Ireland Fund</b> - Dun Laoghaire-Rathdown County Council Local Community Development Committee - (Family Intervention Service) - DH, DCEDIY and DRCD	4	-	-	-	4	-	4	-
<b>Healthy Ireland Fund</b> - Tipperary County Council on behalf of Tipperary CYPSC (Thurles Early Years Service) - DH & DCEDIY	3	5	(5)	-	3	2	3	2
<b>Healthy Ireland Fund</b> - Bagenalstown Family Resource Centre (Carlow) - Tusla	1	2	-	(1)	2	1	2	1
<b>Subtotal</b>	<b>100</b>	<b>1,470</b>	<b>(136)</b>	<b>(3)</b>	<b>1,431</b>	<b>1,245</b>	<b>1,431</b>	<b>1,245</b>



## Analysis of statutory income and expenditure (continued)

### C. Other statutory funding

	2021 €000	2021 €000	2021 €000	2021 €000	2021 €000	2020 €000	2021 €000	2020 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
<b>C. Other statutory funding</b>								
Guardian ad Litem	-	2,740	221	-	<b>2,961</b>	3,072	<b>2,961</b>	3,072
HSE	154	986	5	(168)	<b>977</b>	960	<b>977</b>	960
Community employment scheme - projects (Moyross)	-	237	-	-	<b>237</b>	232	<b>237</b>	232
Other fees and grants	19	215	-	(8)	<b>226</b>	277	<b>226</b>	277
Department of Children, Equality, Disability, Integration & Youth (DCEDIY)	17	248	-	(48)	<b>217</b>	230	<b>217</b>	230
Department of Education - Origins Tracing Service	-	131	(12)	-	<b>119</b>	117	<b>119</b>	117
Councils - City /County	166	132	(9)	(175)	<b>114</b>	215	<b>114</b>	215
Department of Justice - Commission for the Support of Victims of Crime	-	103	-	-	<b>103</b>	74	<b>103</b>	74
Education & Training Board Ireland - Targeted/Revised Youth Funding Schemes	-	47	4	-	<b>51</b>	25	<b>51</b>	25
Education & Training Board Ireland - UBU Your Place Your Space	-	-	-	-	-	26	-	26
<b>Subtotal</b>	<b>356</b>	<b>4,839</b>	<b>209</b>	<b>(399)</b>	<b>5,005</b>	<b>5,228</b>	<b>5,005</b>	<b>5,228</b>
<b>Total statutory</b>	<b>1,204</b>	<b>16,672</b>	<b>86</b>	<b>(1,505)</b>	<b>16,457</b>	<b>15,779</b>	<b>16,457</b>	<b>15,779</b>

## Analysis of statutory income and expenditure (continued)

### D. Other income

	2021 €000	2021 €000	2021 €000	2021 €000	2021 €000	2020 €000	2021 €000	2020 €000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
<b>D. Other income</b>								
Donations and other income					11,132	11,811	8,970	8,859
<b>Total other</b>					11,132	11,811	8,970	8,859
<b>Total</b>					27,589	27,590	25,427	24,638

#### Abbreviations

**ABC** - Area Based Childhood

**CYPSC** - Children and Young People's Services Committee

**DCEDIY** - Department of Children, Equality, Disability, Integration and Youth

**DH** - Department of Health

**DRCD** - Department of Rural and Community Development

**DSGBV Unit** - Domestic, Sexual and Gender Based Violence Unit

**PPFS** - Prevention, Partnership and Family Support

**QCBI** - Quality and Capacity Building Initiative

**SSNO** - Scheme to Support National Organisations

**VCO** - Voluntary Childcare Organisations

# Breakdown of grants received during 2021

## A. Tusla (Child & Family Agency)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>1. Dublin North City</b>					
S56	Mulhuddart Family Support	Family Support	285	Jan - Dec 2021	285
S56	Mulhuddart Early Years	Targeted Early Intervention	229	Jan - Dec 2021	229
S56	Corduff	Family Support	314	Jan - Dec 2021	314
S56	Finglas	Family Support	381	Jan - Dec 2021	381
S56	Finglas Teen Parents	Teen Parent Work	115	Jan - Dec 2021	115
SCP	Finglas Teen Parents	School Completion Programme	13	Sep 2021 - Aug 2022	13
S56	Finglas Early Years	Targeted Early Intervention	147	Jan - Dec 2021	147
S56	Finglas Family Resource	Family Resource Centre	160	Jan - Dec 2021	160
Capital	Finglas Family Resource	Family Resource Centre	91	Jan - Dec 2021	91
S56	ABC Finglas	Family Support	554	Jan - Dec 2021	556
S56 Additional	Once Off Covid-19 Funding	Family Support	110	Jan - Dec 2021	110
<b>Subtotal</b>					<b>2,401</b>
<b>2. Louth/Meath</b>					
S56	Family Welfare Conference	Family Support	88	Jan - Dec 2021	88
<b>Subtotal</b>					<b>88</b>
<b>3. Cavan/Monaghan</b>					
S56	TLC Kidz Cavan & Monaghan	Family Support	20	Jan - Dec 2021	20
<b>Subtotal</b>					<b>20</b>
<b>4. Dublin South West/Kildare/West Wicklow</b>					
S56	Bawnlea Child and Family Service	Family Support	230	Jan - Dec 2021	230
S56	Clondalkin Teen Parents	Teen Parent Work	123	Jan - Dec 2021	122
S56	Millbrook Child and Family Service	Family Support	268	Jan - Dec 2021	268
S56	Clondalkin Teen Parents	School Completion Programme	42	Sep 2021 - Aug 2022	42
AF	Family Intervention Service Ballyogan	Family Support	63	Jan - Dec 2021	63
S56 Additional	Once Off Covid-19 Funding	Family Support	34	Jan - Dec 2021	34
<b>Subtotal</b>					<b>759</b>

## Breakdown of grants received during 2021 (continued)

### A. Tusla (Child & Family Agency) (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>5. Dublin South Central</b>					
S56	Post Adoption Service	Post Adoption	344	Jan - Dec 2021	344
S56	Post Adoption Service - Dormant Funding	Post Adoption	200	Jan - Jul 2021	200
S56	Post Adoption Service	Post Adoption	71	Jul - Dec 2021	71
S56	Rialto	Family Support	122	Jan - Dec 2021	122
AF	Rialto	Family Support	50	Jan - Dec 2021	50
S56	Cherry Orchard	Family Support	297	Jan - Dec 2021	297
<b>Subtotal</b>					<b>1,084</b>
<b>6. Midlands</b>					
S56	Family Support - Athlone, Mullingar, Tullamore, Edenderry, Laois	Family Support	855	Jan - Dec 2021	836
S56 Additional	Once Off Covid-19 Funding	Family Support	75	Jan - Dec 2021	75
<b>Subtotal</b>					<b>911</b>
<b>7. Dublin South East/Wicklow</b>					
S56	Loughlinstown	Targeted Early Intervention	196	Jan - Dec 2021	196
S56	Dun Laoghaire	Targeted Early Intervention	190	Jan - Dec 2021	190
S56 Additional	Once Off Covid-19 Funding	Family Support	19	Jan - Dec 2021	19
<b>Subtotal</b>					<b>405</b>
<b>8. Carlow/Kilkenny/South Tipperary</b>					
S56	Clonmel	Family Support	245	Jan - Dec 2021	245
S56	Carlow	Family Support	462	Jan - Dec 2021	462
S56	Family Welfare Conference Carlow/Kilkenny	Family Welfare Conference	70	Jan - Dec 2021	70
S56 Additional	Once Off Covid-19 Funding	Family Support	39	Jan - Dec 2021	39
<b>Subtotal</b>					<b>816</b>

## Breakdown of grants received during 2021 (continued)

### A. Tusla (Child & Family Agency) (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>9. Waterford/Wexford</b>					
S56	Ballybeg	Family Support	318	Jan - Dec 2021	318
S56	Dungarvan	Family Support	121	Jan - Dec 2021	121
S56	Wexford	Family Support	223	Jan - Dec 2021	223
S56	Wexford	Teen Parent Support	135	Jan - Dec 2021	135
SCP	Wexford	Teen Parent Support	13	Sep 2021 - Aug 2022	13
S56	Waterford Student Mothers	Teen Parent Education Support	67	Sep 2021 - Aug 2022	67
S56	West Waterford	Family Support	30	Jan - Dec 2021	30
S56 Additional	Once Off Covid-19 Funding	Family Support	42	Jan - Dec 2021	42
<b>Subtotal</b>					<b>949</b>
<b>10. Mid West</b>					
S56	Limerick North and South Family Support	Family Support	1,113	Jan - Dec 2021	1,113
S56	Thurles Targeted Early Intervention and Family Support	Family Support	521	Jan - Dec 2021	521
S56 Additional	Once Off Covid-19 Funding	Family Support	103	Jan - Dec 2021	103
<b>Subtotal</b>					<b>1,737</b>
<b>11. Cork</b>					
S56	South Cork City, North Cork City, Fermoy/Mitchelstown and Youghal	Family Support	483	Jan - Dec 2021	483
S56	Youghal	Family Resource Initiative	30	Jan - Dec 2021	30
S56 Additional	Once Off Covid-19 Funding	Family Support	35	Jan - Dec 2021	35
<b>Subtotal</b>					<b>548</b>
<b>12. Counselling Grant Section</b>					
S56	Bereavement Service	Family Support	175	Jan - Dec 2021	175
<b>Subtotal</b>					<b>175</b>



## Breakdown of grants received during 2021 (continued)

### A. Tusla (Child & Family Agency) (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>13. Domestic, Sexual and Gender-Based Violence (DSBGV) Unit</b>					
S56	DSBGV Unit Funding	Family Support	144	Jan - Dec 2021	144
S56	DSBGV Unit Funding	Family Support	80	Nov 2021 - Dec 2022	80
AD	DSBGV Unit Funding	Covid-19 IT Support	6	Jan - Dec 2021	6
<b>Subtotal</b>					<b>230</b>
<b>14. Paul Partnership, Area Based Childhood (ABC) - Start Right Limerick</b>					
S56	ABC Programme - Start Right Limerick	Prevention and Early Intervention	90	Jan - Dec 2021	90
S56	ABC Programme - Start Right Limerick	Prevention and Early Intervention	45	Jan - Dec 2022	45
<b>Subtotal</b>					<b>135</b>
<b>15. Library and Information Services</b>					
Contract	Library and Information Services	Library and Information Services	21	Jan - Dec 2021	21
<b>Subtotal</b>					<b>21</b>
<b>16. LGBTI+ Capacity Building Initiative Funding Scheme with Department of Children, Equality, Disability, Integration and Youth (DCEDIY)</b>					
S56	Finglas Family Resource	Family Resource Centre	10	May - Dec 2021	10
<b>Subtotal</b>					<b>10</b>
<b>17. Cork City Childcare - Community Childcare Services Grant Initiative 2021</b>					
CYPSC	Cork City Childcare - Community Childcare Services Grant Initiative 2021 - Youghal	Family Resource Initiative	5	Jan - Dec 2021	5
<b>Subtotal</b>					<b>5</b>

## Breakdown of grants received during 2021 (continued)

### A. Tusla (Child & Family Agency) (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>18. Children and Young People's Services Committee (CYPSC)</b>					
CYPSC	Tipperary CYPSC - Clonmel	Family Support	7	Jan - Dec 2021	6
CYPSC	Waterford CYPSC - Ballybeg & Family Support West Waterford	Family Support	6	Jan - Dec 2021	5
CYPSC	Dublin City North CYPSC - Finglas Family Resource Centre	Family Support	4	Jan - Dec 2021	4
CYPSC	Wexford CYPSC - Wexford Teen Parents	Teen Parents	2	Jan - Dec 2021	2
CYPSC	Dublin City North CYPSC - ABC Finglas	Family Support	1	Jan - Dec 2021	1
<b>Subtotal</b>					<b>18</b>
<b>19. Tusla Participation Initiatives - Child and Youth Participation &amp; Parental Participation</b>					
S56	TLC Kidz Cork	Family Support	26	Jan - Dec 2021	26
S56	National CYPSC	Infographics	9	Jan - Dec 2021	9
S56	Cork CYPSC	Family Support	9	Jan - Dec 2021	9
S56	PPFS MidWest	Infographics	5	Jan - Dec 2021	5
S56	TLC Kidz Cavan & Monaghan	Infographics	2	Jan - Dec 2021	2
<b>Subtotal</b>					<b>51</b>
<b>Total Tusla</b>					<b>10,363</b>

## Breakdown of grants received during 2021 (continued)

### B. Pobal

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>1. Loughlinstown Family Centre</b>					
DCEDIY SS	CCS - Loughlinstown Early Years Service	EYPS	22	Sep 2020 - Aug 2021	15
DCEDIY SS	AIM - Loughlinstown Early Years Service	EYPS	14	Sep 2020 - Aug 2021	4
DCEDIY NCS	NCS - Loughlinstown Early Years Service	NCS	38	Sep 2020 - Aug 2021	28
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	19	Sep 2020 - Aug 2021	13
DCEDIY SS	AIM - Loughlinstown Early Years Service	EYPS	16	Sep 2021 - Aug 2022	7
DCEDIY NCS	NCS - Loughlinstown Early Years Service	NCS	20	Sep 2021 - Aug 2022	10
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	35	Sep 2021 - Aug 2022	13
DCEDIY CG	Capital Grant - Playing Outside	Capital costs	1	Jun - Dec 2021	1
DCEDIY CG	Grant Programme for Improved Ventilation & Outdoor Play	Capital costs	2	Dec 2021 - Jun 2022	2
<b>Subtotal</b>					<b>93</b>
<b>2. Tivoli Family Centre</b>					
DCEDIY SS	CCS - Tivoli Early Years Service	EYPS	28	Sep 2020 - Aug 2021	19
DCEDIY SS	AIM - Tivoli Early Years Service	EYPS	16	Sep 2020 - Aug 2021	15
DCEDIY NCS	NCS - Tivoli Early Years Service	NCS	20	Sep 2020 - Aug 2021	16
DCEDIY SS	AIM - Tivoli Early Years Service	EYPS	21	Sep 2021 - Aug 2022	8
DCEDIY NCS	NCS - Tivoli Early Years Service	NCS	33	Sep 2021 - Aug 2022	22
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	34	Sep 2021 - Aug 2022	15
DCEDIY CG	Capital Grant - Playing Outside	Capital costs	1	Jun - Dec 2021	1
<b>Subtotal</b>					<b>96</b>

## Breakdown of grants received during 2021 (continued)

### B. Pobal (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>3. Brighter Futures, Knocknaheeny Service</b>					
DCEDIY SS	CCS - Brighter Futures Knocknaheeny	EYPS	62	Sep 2020 - Aug 2021	40
DCEDIY SS	AIM - Brighter Futures Knocknaheeny	EYPS	26	Sep 2020 - Aug 2021	15
DCEDIY NCS	NCS - Brighter Futures Knocknaheeny	NCS	21	Sep 2020 - Aug 2021	17
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	23	Sep 2020 - Aug 2021	17
DCEDIY SS	AIM - Brighter Futures Knocknaheeny	EYPS	16	Sep 2021 - Aug 2022	7
DCEDIY NCS	NCS - Brighter Futures Knocknaheeny	NCS	25	Sep 2021 - Aug 2022	13
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	60	Sep 2021 - Aug 2022	24
DCEDIY	Let's Grow Together Infant & Childhood Programme	EYPS	2	Sep 2021 - Aug 2022	2
DCEDIY CG	Capital Grant - Playing Outside	Capital costs	1	Jun - Dec 2021	1
<b>Subtotal</b>					<b>136</b>
<b>4. Early Years Service, Mulhuddart</b>					
DCEDIY SS	CCS - Mulhuddart Early Years Service	EYPS	72	Sep 2020 - Aug 2021	48
DCEDIY SS	AIM - Mulhuddart Early Years Service	EYPS	21	Sep 2020 - Aug 2021	11
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	1	Sep 2021 - Aug 2022	1
DCEDIY SS	AIM - Mulhuddart Early Years Service	EYPS	22	Sep 2021 - Aug 2022	7
DCEDIY NCS	NCS - Mulhuddart Early Years Service	NCS	75	Sep 2021 - Aug 2022	26
DCEDIY Cov19 OPS	Covid-19 Operating Support Payment	EYPS	4	Feb - Mar 2021	4
<b>Subtotal</b>					<b>97</b>
<b>5. Finglas Early Years Service</b>					
DCEDIY SS	CCS - Finglas Early Years Service	EYPS	15	Sep 2020 - Aug 2021	8
DCEDIY SS	AIM - Finglas Early Years Service	EYPS	18	Sep 2020 - Aug 2021	18
DCEDIY NCS	NCS -Finglas Early Years Service	NCS	8	Sep 2020 - Aug 2021	7
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	17	Sep 2020 - Aug 2021	17
DCEDIY NCS	NCS -Finglas Early Years Service	NCS	1	Sep 2021 - Aug 2022	1
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	26	Sep 2021 - Aug 2022	11

## Breakdown of grants received during 2021 (continued)

### B. Pobal (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>5. Finglas Early Years Service (continued)</b>					
DCEDIY CG	Capital Grant - Fire Safety Capital Grant	Capital costs	10	Sep 2021 - Aug 2022	10
DCEDIY Cov19 OPS	Covid-19 Operating Support Payment	EYPS	2	Feb - Mar 2021	2
<b>Subtotal</b>					<b>74</b>
<b>6. Millbrook Family Support Service</b>					
DCEDIY SS	CCS - Millbrook Family Support Service	EYPS	22	Sep 2020 - Aug 2021	15
DCEDIY SS	AIM - Millbrook Family Support Service	EYPS	27	Sep 2020 - Aug 2021	27
DCEDIY NCS	NCS - Millbrook Family Support Service	NCS	5	Sep 2020 - Aug 2021	5
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	19	Sep 2020 - Aug 2021	19
DCEDIY SS	AIM - Millbrook Family Support Service	EYPS	23	Sep 2021 - Aug 2022	7
DCEDIY NCS	NCS - Millbrook Family Support Service	NCS	15	Sep 2021 - Aug 2022	5
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	41	Sep 2021 - Aug 2022	17
DCEDIY Cov19 OPS	Covid-19 Operating Support Payment	EYPS	1	Feb - Mar 2021	1
<b>Subtotal</b>					<b>96</b>
<b>7. Thurles Targeted Early Intervention Service</b>					
DCEDIY SS	CCS - Thurles Targeted Early Intervention Service	EYPS	17	Sep 2020 - Aug 2021	11
DCEDIY SS	AIM - Thurles Targeted Early Intervention Service	EYPS	18	Sep 2020 - Aug 2021	18
DCEDIY NCS	NCS - Thurles Targeted Early Intervention Service	NCS	50	Sep 2020 - Aug 2021	40
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	6	Sep 2020 - Aug 2021	7
DCEDIY SS	AIM - Thurles Targeted Early Intervention Service	EYPS	24	Sep 2021 - Aug 2022	11
DCEDIY NCS	NCS - Thurles Targeted Early Intervention Service	NCS	35	Sep 2021 - Aug 2022	18
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	49	Sep 2021 - Aug 2022	20
DCEDIY Cov19 OPS	Covid-19 Operating Support Payment	EYPS	4	Feb - Mar 2021	4
DCEDIY CG	Capital Grant - Playing Outside	Capital costs	1	Jun - Dec 2021	1
<b>Subtotal</b>					<b>130</b>



## Breakdown of grants received during 2021 (continued)

### B. Pobal (continued)

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
<b>8. Youghal Family Resource Initiative</b>					
DCEDIY NCS	NCS - Youghal Family Resource Initiative	NCS	19	Sep 2021 - Aug 2022	3
DCEDIY CG	Grant Programme for Improved Ventilation & Outdoor Play	Capital costs	1	Dec 2021 - Jun 2022	1
<b>Subtotal</b>					<b>4</b>
<b>9. Other</b>					
DCEDIY VCO	Programme for VCO	Pay & general admin, service provision and specified others	553	Jan - Dec 2021	549
DRCD Covid-19 Stability Scheme	Covid-19 Stability Scheme for Community and Voluntary, Charity and Social Enterprise Organisations - DRCD	Pay & non pay costs	224	Jan 2020 - Jun 2021	70
SSNO	SSNO - DRCD - 2019-2022	Staffing costs	270	Jul 2019 - Jun 2022	90
HIF	HIF - Northside Partnership Ltd on behalf of Dublin City North CYPSC (Finglas Family Resource Centre) - DH & DCEDIY	Programme costs	40	Jan 2020 - Jun 2021	15
HIF	Ballyfermot Chapelizod Partnership (Rialto & Cherry Orchard Services)	Programme costs	8	Jan - Mar 2021	8
HIF	HIF - Tipperary County Council (Clonmel Service) - DH & DCEDIY	Programme costs	5	Apr 2021 - Mar 2022	5
HIF	HIF - Tipperary County Council on behalf of Tipperary CYPSC (Thurles Early Years Service) - DH & DCEDIY	Programme costs	5	Dec 2020 - Dec 2021	5
HIF	HIF - Bagenalstown Family Resource Centre (Carlow) - Tusla	Programme costs	2	Mar 2021 - Mar 2022	2
<b>Subtotal</b>					<b>744</b>
<b>Total Pobal</b>					<b>1,470</b>

## Breakdown of grants received during 2021 (continued)

### C. HSE

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
S39	Rivendell	Family Support	164	Jan - Dec 2021	164
S39	Addiction Services - Dun Laoghaire	Family Support	207	Jan - Dec 2021	207
S39	Special Needs Service	Disability	172	Jan - Dec 2021	172
S39	Family Intervention Service Ballyogan	Family Support	148	Jan - Dec 2021	148
S39	Lorien	Family Support	132	Jan - Dec 2021	132
S39	Rialto	Family Support	49	Jan - Dec 2021	49
S39	Addiction Services - Bray	Family Support	60	Jan - Dec 2021	60
S39	Sláintecare Healthy Communities Programme - Bawnlea	Family Support	18	Jan - Dec 2021	18
S39	Health & Wellbeing - Wexford	Teen Parents	11	Jan - Dec 2021	11
S39	Health & Wellbeing - Clonmel	Family Support	9	Jan - Dec 2021	9
S39	ABC Finglas	Family Support	7	Jan - Dec 2021	7
S39	National Lottery Grant Scheme 2021 - Finglas Family Resource	Family Support	7	Jan - Dec 2021	7
S39	National Lottery Grant Scheme 2021 - Ballybeg	Family Support	2	Jan - Dec 2021	2
S39	Sláintecare Healthy Communities Programme - Athlone	Family Support	5	Jan - Dec 2021	-
<b>Total HSE</b>					<b>986</b>

### D. Education & Training Board Ireland - Targeted/Revised Youth Funding Schemes

Grant type	Grant name/project	Purpose	Grant amount €000	Term	Cash receipts in 2021 €000
Strand A & C	Oasis	School Retention	53	Jan-Dec 2021	47
<b>Total Education &amp; Training Board Ireland</b>					<b>47</b>

#### Abbreviations

**AF** - Additional Funding

**AIM** - Access and Inclusion Model

**CCS** - Community Childcare Subvention

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

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

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

**DCEDIY CG** - Department of Children, Equality, Disability, Integration and Youth Capital Grant

**DCEDIY Cov19 OSP** - Department of Children, Equality, Disability, Integration and Youth Covid-19 Operating Support Payment

**EYPS** - Early Years Programme Support

**HIF** - Healthy Ireland Fund

**NCS** - National Childcare Scheme

**S39** - Section 39

**S56** - Section 56

**SCP** - School Completion Programme

## Five year summary of the statement of financial activities

	2021	2020	2019	2018	2017
	€000	€000	€000	€000	€000
<b>Income</b>					
Donations and legacies	10,159	11,080	7,617	6,879	8,041
Retail	747	598	1,000	1,060	1,112
Tusla (Child & Family Agency)	10,021	9,306	9,515	8,513	8,175
Service income Guardian ad Litem	2,961	3,072	3,421	3,277	3,304
Pobal	1,431	1,245	1,374	1,801	1,687
Health Service Executive	977	960	889	933	890
Other statutory income	1,067	1,196	1,162	1,126	1,215
Memberships, publications and training	224	130	226	224	343
Investments and other	2	3	4	32	22
<b>Total income</b>	<b>27,589</b>	<b>27,590</b>	<b>25,208</b>	<b>23,845</b>	<b>24,789</b>
<b>Expenditure</b>					
Family support	9,179	8,428	8,541	8,083	8,039
Early years	3,364	3,276	3,323	3,545	3,736
Specialist services	3,278	3,342	3,250	2,804	2,599
Guardian ad Litem	2,703	2,576	2,923	2,835	3,430
Learning and development	989	787	747	1,369	1,511
Advocacy and volunteer initiative	156	194	302	740	293
Support	1,625	1,707	1,588	1,504	1,323
<b>Subtotal of charitable activities</b>	<b>21,294</b>	<b>20,310</b>	<b>20,674</b>	<b>20,880</b>	<b>20,931</b>
Raising funds	4,133	3,946	4,010	4,310	4,102
Other *	-	382	-	-	-
<b>Total expenditure</b>	<b>25,427</b>	<b>24,638</b>	<b>24,684</b>	<b>25,190</b>	<b>25,033</b>
<b>Net income/(expenditure) for the year</b>	<b>2,162</b>	<b>2,952</b>	<b>524</b>	<b>(1,345)</b>	<b>(244)</b>

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

# Reference & Administrative Details

## Name

Barnardos – Republic of Ireland Company Limited by Guarantee (CLG)

Barnardos - Republic of Ireland CLG under a licensing agreement with Barnardos United Kingdom.

## Registered Office

4 Christchurch Square, Dublin 8, D08 DT63

## Registration Numbers

Company Registration Number: 141526

Revenue Charity Number: CHY6015

Registered Charity Number: 20010027

Tax Reference Number: 4886561V

## Board Members

- Miriam Hughes (Chairperson) (resigned July 2021)
- Martin Dobey (Chairperson) (elected July 2021 & retired as Treasurer & Vice Chairperson July 2021)
- Dr. Louise Crowley
- Sue Lamon-Diver
- Jane Forman
- Ivan Fox (appointed Treasurer July 2021)
- Irene Gunning
- Gary Joyce (elected Vice Chairperson July 2021)
- Maria Kelly
- Kenneth Kennedy
- Gary McGann
- Paul O’Faherty
- Phelim O’Leary (resigned July 2021)
- Trevor Spratt

## Company Secretary

Kevin Gregory

## Senior Management Team

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

## Principal Advisors

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

