

PLANNING FOR THE FUTURE BECAUSE CHILDHOOD LASTS A LIFETIME



Annual Report 2022



Barnardos

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Sustainability Goals in Our Document



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

Wherever you see a coloured dot, you'll see where we've adhered to meeting one or more of the UN Sustainability Goals



- No Poverty
- Gender Equality
- Industry, Innovation and Infrastructure
- Climate Action
- Zero Hunger
- Clean Water and Sanitation
- Reduced Inequalities
- Life Below Water
- Good Health and Wellbeing
- Affordable and Clean Energy
- Sustainable Cities and Communities
- Life on Land
- Peace, Justice and Strong Institutions
- Quality Education
- Decent Work and Economic Growth
- Responsible Consumption and Production
- Partnerships for the Goals

2022 at a Glance

Our Mission is to transform the lives of vulnerable children because childhood lasts a lifetime

Our Services Provide

 **Learning**

 **Care**

 **Stability**

 **Security**

 **Nourishment**

 **A Safe Place**

How We Work


With children


With schools

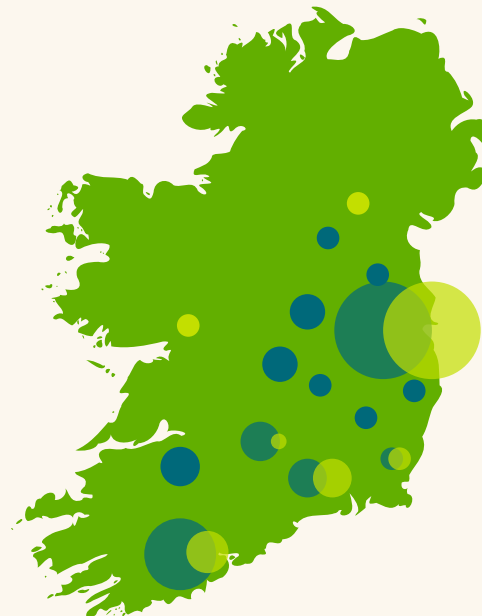

With communities


With families

Our Vision is to ensure all vulnerable children in Ireland get the support they need to overcome childhood adversity

54

Service locations



20,838

Children and parents helped in 2022

Age Range



 0-5 years **26%**
 6-10 years **34%**
 11-18 years **40%**

Chairperson's Statement



During 2022 Barnardos celebrated 60 years supporting children and families in Ireland. Over that time our purpose has been to transform the lives of vulnerable children, because childhood lasts a lifetime. Barnardos strives to give a voice to vulnerable children who are too often forgotten by society.

As the extraordinary response to the challenges presented by the Covid-19 pandemic fades into memory for most people, the legacy is still there for the children and parents Barnardos work with in terms of their social, emotional and educational development. These families faced additional challenges in 2022 with some seriously impacted by the cost of living crisis resulting from post Covid-19 global supply chain disruption and the Russian invasion of Ukraine.

The cost of living crisis has severely impacted those who are the focus of Barnardos' work. The economic impact of this crisis has increased stresses for these families post Covid-19 and the need to provide practical and emotional support has increased.

Barnardos, like many other voluntary organisations, provides valuable services on behalf of the State. The precarious and uncertain nature of State funding provides serious sustainability challenges for non-profit organisations.

The State approach to funding Barnardos has been flawed for well over a decade. The part

funding of these necessary services means that the State relies on non-profit organisations to find the additional funds elsewhere. This is not a long-term sustainable model. In times of low to zero inflation it presented a manageable challenge, in the current cost crisis, the systemic unsustainability of this approach is exposed.

There was an acknowledgement of our funding challenges as we received a welcome ongoing 4% increase from Tusla last year. However, in the 7 years from 2013 to 2019 the State provided an average of 64.5% of our total income, in the last three years this has dropped to 59.2%. The public has stepped up while the State is stepping back. In the current cost of living crisis, the State needs to recognise that non-profit organisation on whom they rely cannot continue to fill the gap.

A better, more sustainable funding model needs to be developed. We are not alone in calling for this change in approach.

Strong governance has always been an important value in Barnardos. We continue to set high standards for ourselves and expect



these standards to be maintained throughout the organisation. The external review of board effectiveness completed during 2022 has provided us with new actions to ensure we maintain these standards.


The commitment of board members is significant and is very much appreciated by the organisation. I would also thank all of the current board members for their time and service. I would also like to thank the other members of the board committees who likewise give generously of their time and expertise.

Regardless of the economic climate, the need for Barnardos services continues to exceed what we can deliver. The strategy, as set out in this annual report, restates our values and sets out our ambition to widen and deepen our services. The board has approved the new strategic plan for 2022–2027. This is covered extensively in the CEO’s Statement. The board has every confidence that the CEO and her team can deliver on this ambition over the next 5 years.

While a board can provide governance and strategic direction, it is our staff and volunteers who make Barnardos, the organisation of which we are proud. I have said before that it takes a special type of person to work or volunteer with Barnardos and that we are fortunate to have such a committed and caring group. I want to acknowledge and thank the staff

of Barnardos for their continued commitment to the children and families who need them. They too have been impacted by the cost of living crisis and it is important that we continue to recognise the needs of our staff as well as our families.

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.



Martin Dobey
Chairperson



CEO's Statement

2022 saw the welcomed easing of Covid-19 restrictions in Ireland. Barnardos was delighted to return to providing our face-to-face services in our centres, in family homes and in communities on a full-time basis. 2022 also saw many families across Ireland struggle with the increased cost of living pressures. This was particularly the case for the children and families with whom Barnardos works, with financial pressures compounded by other challenges in their lives such as domestic abuse, acrimonious separation and poor parental mental health. Many children demonstrated increased anxiety with the uncertainty and instability that Covid-19 brought to their lives and struggled with the return to school in this context.

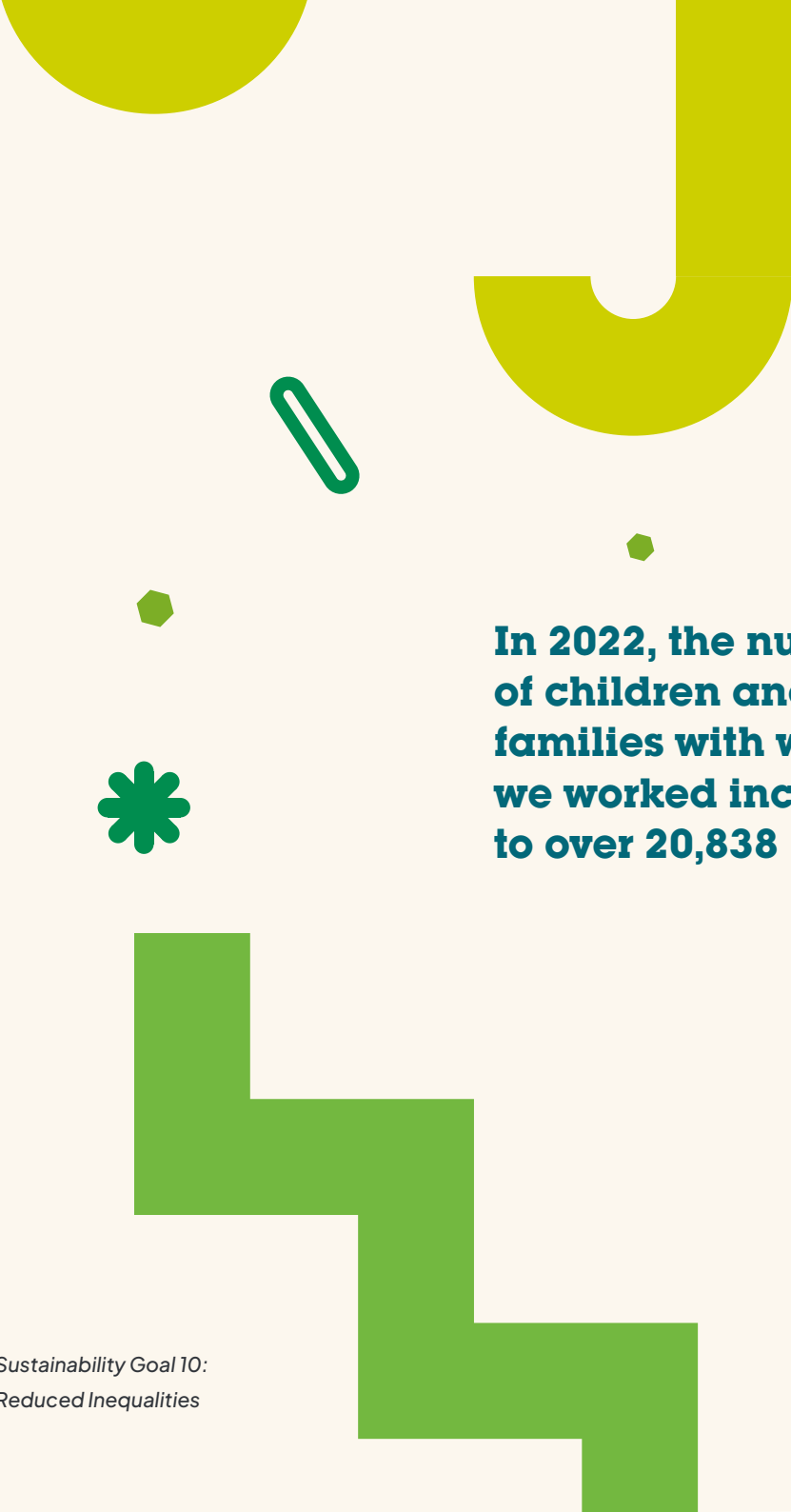
In 2022, the number of children and families with whom we worked increased to over 20,838 as we were able to return to delivering our group work programmes, including the roll-out of The Barnardos National Wellbeing Service which commenced in February 2022. We also evaluated our experience of working online throughout Covid-19 and captured the learning in our Digital Services Framework. This framework will guide our future use of online platforms in our work, it being a useful offering

- in the context and **accessibility it can provide**, particularly in terms of geographic reach.

Barnardos is committed to responding to new and emerging needs. In late 2022, following a successful tender, we commenced delivery of a 5-year pilot of an Advocacy and Information Service for Parents of Children in Care in Dublin North City and Waterford/Wexford. 2022 also saw continued growth in our Post Adoption and Bereavement Support Services with additional posts in both services addressing growing levels of need. One additional post in the Bereavement Service is specifically focused on supporting Ukrainian refugees who have experienced traumatic bereavement and loss as a result of the war.

The Tender Loving Care (TLC) KIDZ Domestic Violence Programme expanded in 2022 to two further areas in Dublin. The Empower Kids Programme, a multi-agency initiative co-ordinated by Barnardos was involved in consultations to the 3rd National Strategy for Domestic, Sexual and Gender Based Violence (DSGBV) and the Department of Children, Equality, Disability, Integration and Youth's (DCEDIY) National Policy Framework for children and young people. The children and

- *Sustainability Goal 10: Reduced Inequalities*



In 2022, the number of children and families with whom we worked increased to over 20,838



- Sustainability Goal 10: Reduced Inequalities
- Sustainability Goal 1: No Poverty

young people involved in the project produced a child-friendly version of the strategy at the request of the Department.

- **Barnardos is committed to evidence-based practice.** In 2022, we concluded evaluations of our Lucan Family Support Service and The Barnardos National Wellbeing Service.

Alongside the provision of direct services, Barnardos continued to highlight and represent the needs of vulnerable children and families in the media and political space. We always comment from a position of our 'on the ground' experience of working with vulnerable families. In 2022, Barnardos, supported by Aldi, hosted a forum '**Food**

- **Poverty**' – about the lifelong impact on vulnerable children and families, and highlighting the prevalence and impact of food poverty in Ireland. This was subsequently followed by a Barnardos Cost of Living Survey, a subject we highlighted throughout the year. Barnardos welcomed Budget 2023 which, taken as a whole, helped families across Ireland provide their children with essentials such as food, heat and electricity during the winter months. However, we were disappointed that social welfare increases did not match rates of inflation and in the medium and long term will mean more families could struggle in 2023 and further into the future.

Throughout 2022, we also contributed to a number of Oireachtas Committees on a range of subjects including – maintenance, access and custody issues as it relates to families we support, mental health supports in school, the needs of Ukrainian children in schools in Ireland, and a review of the Department of Education Action Plan on Bullying and the anti-bullying procedures for schools (2013). During June and July, we ran our annual Back to School Survey with over 1,000 parents participating. Parents expressed particular concern regarding their ability to cover school costs due to cost of living increases. We were delighted to see the

- Government introduce **free books** for primary school as part of the 2023 budget, something we have campaigned for over the past 17 years.

A key piece of work completed in 2022 was the development of our Strategic Plan 2022 – 2027. The strategy incorporates feedback shared by Barnardos' key stakeholders including children, families, staff, volunteers, funding partners and colleagues in the sector.



Our core purpose remains the same – to help the most vulnerable children in society achieve their full potential, regardless of their family circumstances, their gender, race or disability. Our ambition for 2027 is to deliver a wider and deeper range of services and supports. As a trauma-informed specialist organisation, we will continue to embed the trauma-informed ethos and practice into all aspects of how we operate. We are also committed to making Barnardos an attractive place to both work and volunteer.

Ensuring that the voice and opinions of children and families attending our services are captured, in October 2022 we completed a service user satisfaction survey. The results of the survey provide strong evidence of high levels of satisfaction amongst Barnardos service users. The results are very much a testament to the hard work and commitment of our 457 frontline and support staff.

Our work is also supported by a committed group of volunteers who work in various roles throughout the organisation. We are grateful to our Board and Committee members for their ongoing commitment and their invaluable

contribution this year to the development of our Strategic Plan. 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 are delighted to have been awarded a Published Account Award from the Chartered Accountants of Ireland in the Not-for-Profit category and a Good Governance Award in the Large Charity category. Both awards recognise our efforts to achieve excellence in our corporate governance and give our stakeholders confidence in our commitment to high standards.

What unites everyone in Barnardos is the belief that no child should be limited by the circumstances into which they are born. Through each of our individual contributions, we seek as a collective to improve the lives of the children and families with whom we work, because we know that childhood lasts a lifetime.

Handwritten signature of Suzanne Connolly.

Suzanne Connolly
CEO

Who We Are and What We Do.

Barnardos, Ireland's leading children's charity works to help the most vulnerable children in society achieve their full potential – regardless of their family circumstances, their gender, race or disability.

Our Vision is to ensure all vulnerable children in Ireland get the support they need to overcome childhood adversity.

Our Mission is to transform the lives of vulnerable children because childhood lasts a lifetime.

Child Safeguarding Statement



We keep children at the centre of our work and promote their wellbeing.



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



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



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



Barnardos has procedures to keep children safe when they are using our services either in person or through online contact, in accordance 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 a Services Committee.



Barnardos has 497 staff in 54 locations. We have seven shops, two administrative sites and 45 service centres.

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.

*All stories and images used in the Barnardos Annual Report are true but details are changed to protect the identities of the children and families we work with and all images used to represent children are actors. Where we use photographs of service users, we have gathered full consent from a parent or guardian.

BARNARDOS' STRATEGY

2022-2027



“In developing our Strategic Plan for 2027, we had the ambition to deliver a wider and deeper range of services and supports.”

In developing our Strategic Plan for 2027, we had the ambition to deliver a wider and deeper range of services and supports. As a trauma-informed specialist organisation, we have embedded the trauma-informed ethos and practice into all aspects of how we operate.

The strategy development process began by consulting with stakeholders to find out how they see the role of our organisation, how they measure our success and the issues that they think we need to factor into the strategy. The consultation and engagement took place during September – November 2021 and used a variety of methods including

- One-to-one semi-structured interviews
- Staff and volunteers survey
- Cross-section of staff focus group
- Parent survey
- Semi-structured conversations with a sample group of children
- Children services managers' workshops
- Board member input and workshops

Purpose

Our core Purpose is to help the most vulnerable children in society achieve their full potential regardless of their family circumstances, gender, race or disability

Vision

We are dedicated to realising our Vision for the future: To ensure all vulnerable children in Ireland get the support they need to overcome childhood adversity

Mission

To this end, the Barnardos Mission remains constant: To transform the lives of vulnerable children because childhood lasts a lifetime



During the strategic process we considered our organisational values and behaviours. Everyone connected with Barnardos shares a set of values that are core to our DNA, which we live out in our everyday work.

The behaviours describe how we live our values and how we behave with each other and the children and families we serve, as well as how we engage with our partners and local communities.

Child First

Listening, championing, protecting, being there

Courage

Confronting, being brave, determination, tenacity

Together

Teamwork, collaboration, partnering, relationship-based

Respect

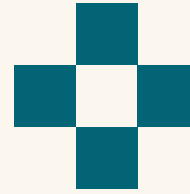
Integrity, building self-worth, promoting diversity, celebrating inclusivity

Accountability

Taking responsibility, dependability, transparency, holding boundaries

Vitality

Joy, fun, creativity, growth mindset, instilling hope and positivity



We have outlined five strategic priorities for 2022 – 2027 to which we will hold ourselves accountable, these are



Delivering services that transform the lives of children



Using technology and evidence to diversify and grow



In our people to ensure their future success and that of the organisation



Creating, applying, and sharing our knowledge



Raising public awareness; shaping policy and practice



We will continue to adapt and respond to unforeseen developments, as well as remain focused on what is in our power to deliver.

Our ambition is to be T.H.E.R.E. by 2027.

T

Trauma-informed specialist

H

Higher numbers benefitting

E

Extended portfolio of services

R

Resourced sustainably

E

Excellent employer

Sustainability Goals

Sustainability 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 highlighted that we are able to 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 laptops and suitable software. The availability of electronic devices has contributed to initiatives using social media apps and video conferencing. **This software**

- **assisted us in delivering our services**

throughout the pandemic and has enabled more efficient communications within Barnardos.

We have a learning culture in Barnardos which triggered 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. This review has been shared with others working in the sector who can avail of [our knowledge](#) and adapt their services as they see fit.

- **An environmental benefit has been the reduction in travel by staff while maintaining our high-quality services.** The level of travel has increased again since the Covid-19 public health restrictions have lifted but is not expected to return to the same amount of travel as before, with many staff adopting technology for remote meetings or remote working which has reduced travel time, costs and carbon emissions for the same level of work.

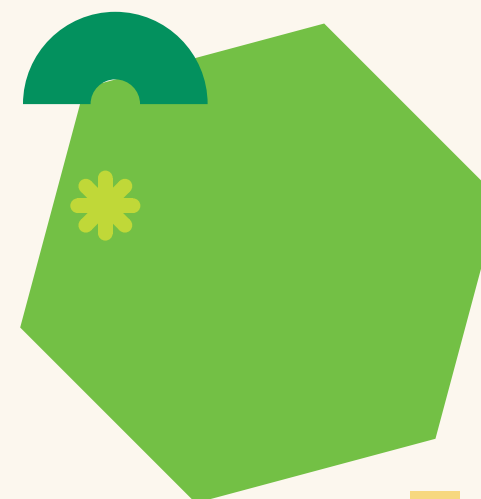
Technology has also been valuable in engaging with our staff in ways not previously considered possible. Barnardos now provides regular wellbeing sessions online, using our own expertise and that of others. This engages all staff across our widely dispersed organisation, creating new connection opportunities.

- **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 online where appropriate, for example, for shorter refresher courses, delivering quality training while saving staff travel time. Other seemingly smaller changes have also made a notable impact.

- **The introduction of digital signatures continues to dramatically reduce paper consumption and speed up processes.**
- **The introduction of a bicycle mileage rate, within Revenue guidelines, recognises and incentivises this sustainable mode of transport when used by staff.**

- Sustainability Goal 8: Decent Work and Economic Growth
- Sustainability Goal 11: Sustainable Cities and Communities
- Sustainability Goal 12: Responsible Consumption and Production



- **Barnardos charity shops are directly involved with sustainability by offering reusable products for sale to the general public.**

Textile is the most successful product for resale directly in the shops. In addition to this activity, Barnardos' shops prevented 62.84 tonnes of textile and footwear from going directly into landfill by gathering, sorting, processing and finally repurposing this product to textile recyclers and diverting it from the waste stream. Examples of work and initiatives in this area include:

- **Barnardos Bridal Rooms initiative is based on obtaining unwanted or unsold wedding gowns from bridal wholesalers, retailers and designers, repairing and cleaning (if required) and offering them for sale in our Bridal Rooms. In 2022, 172 brides made a sustainable choice and purchased their dream gowns from Barnardos. Our bridal rooms in Dún Laoghaire and Wexford are growing in popularity every year.**
- **In 2022, Barnardos partnered with IKEA and created an in-store Barnardos donation station. IKEA customers could bring their unwanted textiles to IKEA for Barnardos to repurpose.**
- **Barnardos Charity Shops were actively involved in Dublin City Council's 'October Reuse' month by creating a pop-up shop in the Mansion House in Dublin. Barnardos also supplied the Lord Mayor, Caroline Conroy, with a capsule wardrobe to promote sustainable shopping in our charity shops and to show the quality**

and value on offer. Media coverage of this collaboration assisted in Barnardos achieving one of our goals of educating the general public on how to shop sustainability and creating awareness.

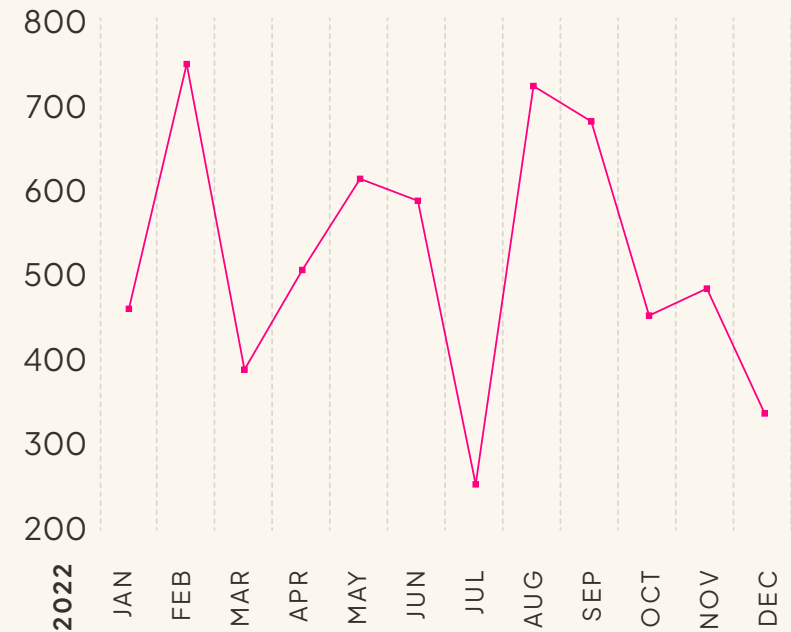
- **Barnardos collaborated with the Rediscovery Centre in Ballymun, for the first six months of 2022 and installed a pop-up shop on site. The shop proved popular with the many participants of various sustainability-focused events held in the Rediscovery Centre which is Ireland's National Centre for the Circular Economy.**
- **Barnardos sought out an avenue to extend the lifespan of unsaleable bedding such as duvets and pillows. Partnering with the animal charity 'Dog's Trust', bedding items unsuitable for our retail chain were reused and diverted from landfill.**

Barnardos staff continuously recycle, with items ranging from office furniture to children's items being repurposed and reused between projects. 1,287 kilogrammes of paper were shredded and recycled from our National Office, the equivalent of **saving 25 trees or 34 tonnes of carbon.**

Our staff are the backbone of the organisation and we maintain our commitment to equality and transparency. **A pay grading system ensures no gender differences or other disparities for the same roles.** Barnardos has for many years used the related pay scale in advertisements for recruitment

- **purposes. Gender pay reporting over recent years by Barnardos, in advance of reporting requirements, illustrates a small gender pay gap. Senior management and board composition show an almost even split in gender.**

- **Sustainability Goal 12: Responsible Consumption and Production**
- **Sustainability Goal 5: Gender Equality**



Tonnes of textile and footwear prevented from going directly into landfill by month

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 17 UN SDGs and we work with 13 of these goals.

- 1. No Poverty
- 2. Zero Hunger
- 3. Good Health and Wellbeing
- 4. Quality Education
- 5. Gender Equality
- 6. Clean Water and Sanitation
- 7. Affordable and Clean Energy
- 8. Decent Work and Economic Growth
- 9. Industry, Innovation and Infrastructure*
- 10. Reduced Inequalities
- 11. Sustainable Cities and Communities
- 12. Responsible Consumption and Production
- 13. Climate Action
- 14. Life Below Water*
- 15. Life on Land *
- 16. Peace, Justice and Strong Institutions
- 17. Partnerships for the Goals*

* Barnardos does not currently work with these goals

	LOW	MODERATE			HIGH		
				2	3	4	
		1	6	8			
					5	10	16
		11	12	13			
	7						

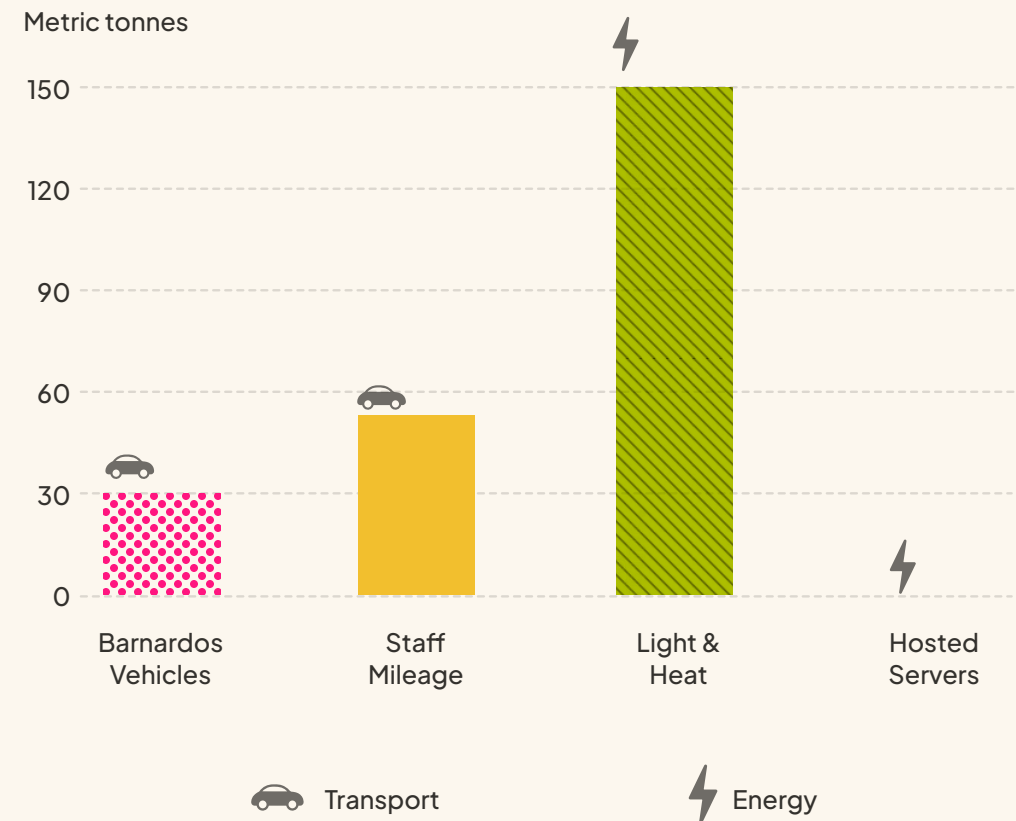
Working Towards Sustainability

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

Plans in 2022 to assess the footprint of our premises were not carried out due to the lack of personnel and resources available. A reassessment of the requirements to complete this work will be carried out in 2023. 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.

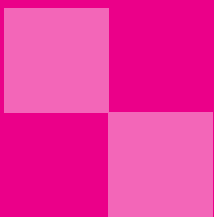
We will continue to develop a hybrid working model for staff where possible.

Barnardos also continues to gather available information on energy usage (Scope 1 and Scope 2 emissions). The graphs below show 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 emission levels to identify how best to reduce them.

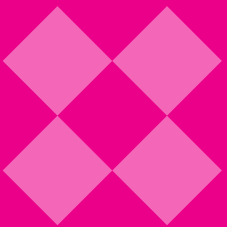


Carbon Footprint 2022 Estimate

DIRECTORS' REPORT



The members of the Board hereby present their annual report and the financial statements for the year ended 31 December 2022.



Objectives & Activities

Barnardos' Objectives

At Barnardos, we work with children and their families to make real and lasting changes to their family relationships and lives. We deliver evidence-informed, outcome-focused services for children and/or parents/carers in their homes, schools, or in one of our 54 Barnardos service locations.

Our services are trauma-informed, focusing on the impact of interpersonal or adverse childhood experiences on the children and families we work with. In 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, that people experience safety and trustworthiness and have access to an approach of hope and possibility.

Our work is individualised depending on what the family need and can be:

- Parent focused, including crisis and practical support;

- Parent and child-focused, our home-based Partnership with Parents offering a parenting programme, parent-child groups, parent-toddler and baby stay, and play groups;
- Child-focused, our Tús Maith Early Years Care and Education Programme and our individual work with children and child-focused group work programmes including our friendship group.

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

Barnardos' Activities

Profile of Children

In 2022, we conducted two surveys to establish and understand the issues affecting children and their families attending our targeted services. Project workers were asked to specify if issues were current and/or historical in nature. Detailed to the right and on the following page are some of the most prevalent issues arising.

Family Economic and Living Circumstances



Approximately one-quarter of all children and young people (CYP) experienced financial hardship on a current or historical basis (n = 363; 24.98%);



Almost one-third experienced unsuitable living conditions, such as homelessness, substandard living conditions, overcrowded or temporary housing and/or lived in direct provision (n = 475; 32.7%)

Family Separations and Loss

< **50%**

Just under half of all CYP had experienced parental separation (n = 655; 45.1%)

29%

29% (n = 435) experienced acrimonious or conflicted parental separation

25%

One-quarter of children had experienced a bereavement (n = 365; 25.1%)

Welfare and Child Protection

Abuse and/or neglect was experienced by more than one-quarter of all CYP (n = 420; 28.9%); this most frequently involved emotional abuse (n = 262; 18%), while neglect was experienced by 206 (14.2%) of CYP.

Welfare concerns were recorded for a total of **431** children and young people (30%)

Domestic violence and abuse impacted **415** CYP at some point over their lifespan (28.6%)

Child and Youth Wellbeing



The overall proportion of CYP currently experiencing mental health difficulties was 28.3% (n = 412). This included CYP experiencing general (non-specified) mental health difficulties, anxiety, eating disorders, self-harm and/or a substance misuse issue. The proportion of individuals experiencing mental health difficulties was greater for children and young people aged 11 – 18 years

A total of 123 CYP were currently experiencing multiple mental health and well-being challenges (8.5%)



A historical mental health and/or wellbeing challenge was experienced by 352 (24.2%) of CYP



Physical disability was experienced by a small number of children and young people (n = 37; 2.5%)

Barnardos' Activities (continued)

Learning and Educational Experiences



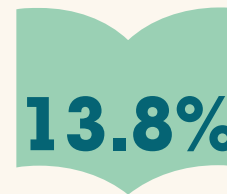
Experienced general difficulties



Experienced a school refusal



Experienced a reduced timetable



Experienced a learning disability

A range of school and/or educational difficulties were experienced by CYP; this included general difficulties (24%), as well as specified challenges such as school refusal (10%) or being placed on reduced timetables (3%).

(13.8%) experienced a learning disability

Parent and Family Wellbeing

1 in 3

More than one in every three CYP had a parent with either current or historical mental health difficulties (n = 538; 37%).

1 in 4

While one-quarter had a parent with substance misuse challenges (n = 378; 26%). (n = 365; 25.1%)

14%

A total of 14% had experienced both parental mental health difficulties and substance misuse (n = 207)



- **Sustainability Goal 10: Reduced Inequalities**

Barnardos' Core Activities in 2022

Our regular services continued in spite of the ongoing impact of Covid-19 and the war in Ukraine. Dealing with Covid-19 became a regular feature in 2022 across all of our services and similarly all parts of our services responded to the needs arising from the arrival of Ukrainians in Ireland as a result of the war in Ukraine. These activities are intertwined in our regular services in 2022 and the foreseeable future.

Covid-19

High levels of Covid-19 continued to have an impact on our services in 2022 from both a service user and staff perspective. Our

- **priority, as always, was to keep services running.** Despite the best efforts of staff to cover for absent colleagues, we had to cancel some services during the year. The presence of Covid-19 impacted the flow of work with the stop-start nature of missed appointments due to isolation and illness impacting progress.

Ukraine

In Barnardos, we appreciate the significant trauma experienced by the children and parents from Ukraine. We know that war affects children in all the ways it affects adults, but also in additional ways. Children's attachments are frequently disrupted in times of war, due to the loss of parents, the preoccupation of parents in protecting and finding subsistence for the family, and the emotional unavailability of their parents.

Barnardos spent 2022 proactively exploring how we can best respond to the immediate and longer-term needs of Ukrainian children

and parents arriving in Ireland. We liaised with colleagues in Tusla, Children and Youth People's Services Committees (CYPSC), City and County Councils who coordinated the immediate interagency service response.

Due to the rapid movement of people between different locations, we have been unable to date to offer many of our anticipated services. We reached out to hotels and other facilities where large numbers of Ukrainian refugees are being housed to offer our Breath Body Mind (BBM) programme, shown to be particularly helpful for those who have experienced trauma. We offered six parent/family workshops for Ukrainian families across our five wellbeing sites.

In our Family Initiative in Youghal, we offered two parent drop-in clinics for 156 parents. With the support of CYPSC we also offered two parent workshops, the first on "supporting self-care and self-regulation" (21 parents attended) and the second on "help your child be school ready" (80 parents attended). We also delivered 250 school stationery packs,

one for each Ukrainian child attending schools in the area. Supporting Ukrainian families in Youghal was a coordinated response with Tusla, Cork CYPSC, Cumann na Daoine (Community Development Resource Centre) and South East Cork Area Development (SECAD).

The Finglas West Family Resource Centre (FRC) offered a new Sensory Adventures Group Service to Ukrainian families with children aged zero to four. The service was based on the principles of sensory play. Interagency cooperation made this possible, with Gardaí and local youth services helping to transport the families from their location in Ballymun to the FRC in Finglas West.

- We have **translated all our information booklets** for parents and children about what Barnardos does and our consent forms into Ukrainian, so we are ready for families when they have settled and need our support. We have also translated some of our **bereavement publications** into Ukrainian to support children and families in dealing with bereavement and loss.

- **Sustainability Goal 4:** Quality Education
- **Sustainability Goal 8:** Decent Work and Economic Growth
- **Sustainability Goal 10:** Reduced Inequalities
- **Sustainability Goal 16:** Peace, Justice and Strong Institutions

Towards the end of 2022, Barnardos was successful in applying for funding for a Bereavement Project Worker who will focus on supporting Ukrainian children and families who are experiencing traumatic grief as a result of war. We are in the process of recruiting a Ukrainian Therapeutic Support Worker, who, as well as speaking these families' first language, will also have a deep understanding of Ukrainian culture as it pertains to help-seeking, accessing support services, and cultural attitudes towards managing trauma and grief. The main three objectives of this post are to;

Reach and support as many bereaved Ukrainian children and families as possible within the year-long time frame.

Ensure that frontline supporters of Ukrainian families (both statutory and voluntary) are equipped (through resources and training) to support families bereaved as a result of war.

Ensure that all those supporting bereaved Ukrainians are aware of our Children's Bereavement Service and its wider supports, such as professional consultancy, training and, critical incident response support.

Family Support

- Barnardos Family Support Services seek to
- **promote the welfare of vulnerable children** and their families in their homes and in their communities. We equip families with the necessary skills to thrive, with a focus on enhancing family wellbeing 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 to respond to those needs including

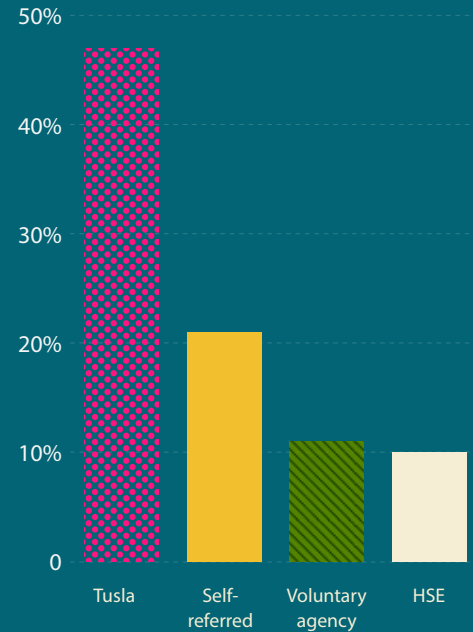
- **Partnership with Parents (PwP)** an evidenced-based parenting programme delivered in the family home which focuses on improving the parent-child relationship, behaviour, social development, routines, education and physical development.

- **Practical Family Work** supports the parental establishment of routines such as morning, schooling, bedtime, shopping, planning and preparing meals, budgeting and attending appointments. It also supports parents to access services and advocates, with and on, their behalf.
- **Crisis Management** supports parents in developing skills and strategies for dealing with daily life challenges.
- Advocacy working with parents on a 1:1 basis to advocate on their and their children's behalf in relation to specific issues facing them such as housing, access to child care, and specialist services.
- **Parent and Child Work** and **Family Work** with the whole family to develop relationships and improve how family members communicate with and relate to each other – such as family meetings, or supporting parents to spend quality time with their children (creating opportunities for shared joy which strengthens the relationships with parents and children), modelling positive interactions, and problem-solving strategies.

- **Individual Work** with Children (This is Me) offering tailored 1:1 outcome-focused support to children, working in conjunction with the important people in their lives. This work has a therapeutic focus and is based on the individual child's assessment needs. Its purpose is to build resilience and help children to understand and express their feelings and manage their behaviour.
- **Evidence-based Group Work Programmes for Parents and Children** including friendship groups, parenting when separated, and seasons for growth.

Barnardos Family Support Projects are based at the heart of their local communities and either focus on a particular area, for example, families impacted by parental drug misuse, or, respond to a broader range of needs. Barnardos provides 30 Family Support Services nationally.

During 2022, we continued to experience high levels of demand for our targeted services. Between 01 February 2022 and 31 December 2022 a total of 2,322 families were referred to Barnardos targeted services.



Referrals to Barnardos targeted services

47% of children and parents were referred from Tusla, 21% of children and parents self-referred, 11% were from another voluntary agency and 10% were from the HSE.

Waiting lists have become longer with 658 families waiting at the start of January increasing to 757 families waiting at the end of December 2022 (that is 2,374 individual referrals pending or waiting currently). The rate of increase has fluctuated during the year with a peak of 815 families waiting in May 2022. Some of our services experienced significantly higher demand than others with the size of

the waiting lists and waiting time higher than others. For example, at the end of the year, our National Bereavement Service had 88 families waiting, our Family Support in Tallaght had 73 families waiting, and our Family Support Service in Cork had 57 families waiting. This was despite investment in each of these services of new workers funded by the RTÉ Late Late Toy Show Appeal.

Early Years Services

Barnardos Early Years' Service provides seven dedicated centres in Dublin, Cork and Thurles for toddlers (2-3 years) and preschool (3-5 years) children. High Scope and Tús Maith, are centre-based early years care and education programmes, with a particular

- **focus on children from disadvantaged groups and those living in challenging family circumstances.** The aim of our Early Year's Services is that children attending will be ready
- for primary school and will **develop the specific physical, emotional, social and cognitive skills necessary for this transition.**

The lifting of Covid-19 restrictions has had a really positive impact on the children, parents and staff attending our Early Years Services. We welcomed parents back into the service buildings. We reinstated our parents' rooms, and parents' groups also resumed. Children were no longer restricted to pods and this meant they could mix more freely with their

- peers. **All the children were able to use the garden together**, rather than taking turns using limited designated outdoor areas, which had been the case during Covid-19 restrictions and which is contrary to our approach of allowing the children to move freely around the environment. Staff too could move more freely across the service, meet parents on site, and also cover in other groups if needed.

During 2022, as was the case in previous years, we have noticed an increase in the number of children accessing our Early Years Services with additional developmental needs. Due to the length of waiting lists for Assessment of Need (AON) and local Disability Networks Early Intervention Teams (EIT), these children are attending our services without the additional support they may need. Whilst welcoming the addition of the AIM support, which funds support workers for children with additional needs in the Early Years Services, the reality is that due to the limited hours and short-term contracts, recruitment for these posts is an ongoing challenge.

- *Sustainability Goal 10: Reduced Inequalities*
- *Sustainability Goal 4: Quality Education*
- *Sustainability Goal 12: Responsible Consumption and Production*



Guardian Ad Litem Service

Barnardos has been providing Guardian ad Litem Services in Ireland for more than 25 years, enabling children to have their voices heard in certain types of legal proceedings, and independently assessing the child's interests.

The Guardian ad Litem team worked with 817 children from 519 families in 2022. As in previous years, the limited availability of therapeutic services for children continued to impact, with gaps in key services such as Assessments of Need, and other therapeutic services such as Play Therapy, Speech and Language and Occupational Therapy. Guardians reported long waits for children who needed to access services from the newly formed Children's Disability Network Teams. In 2022, a small group of the children that we work with were particularly impacted by the placement crisis with Tusla and the shortage of residential placements, special care placements and adequate step-down placements. This was highlighted by the [Child Law Project](#) in January 2023.

Bereavement Service

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

Since 1996, the Barnardos Children's Bereavement Service has offered both **specialist child trauma** and **specialist child bereavement interventions**, whilst also providing support, consultation and education to wider family and community systems who encounter traumatically bereaved children. Bereavement does not happen in isolation; it occurs within systems (family, educational, community), unbalancing that system until such time as a new stasis is acquired.

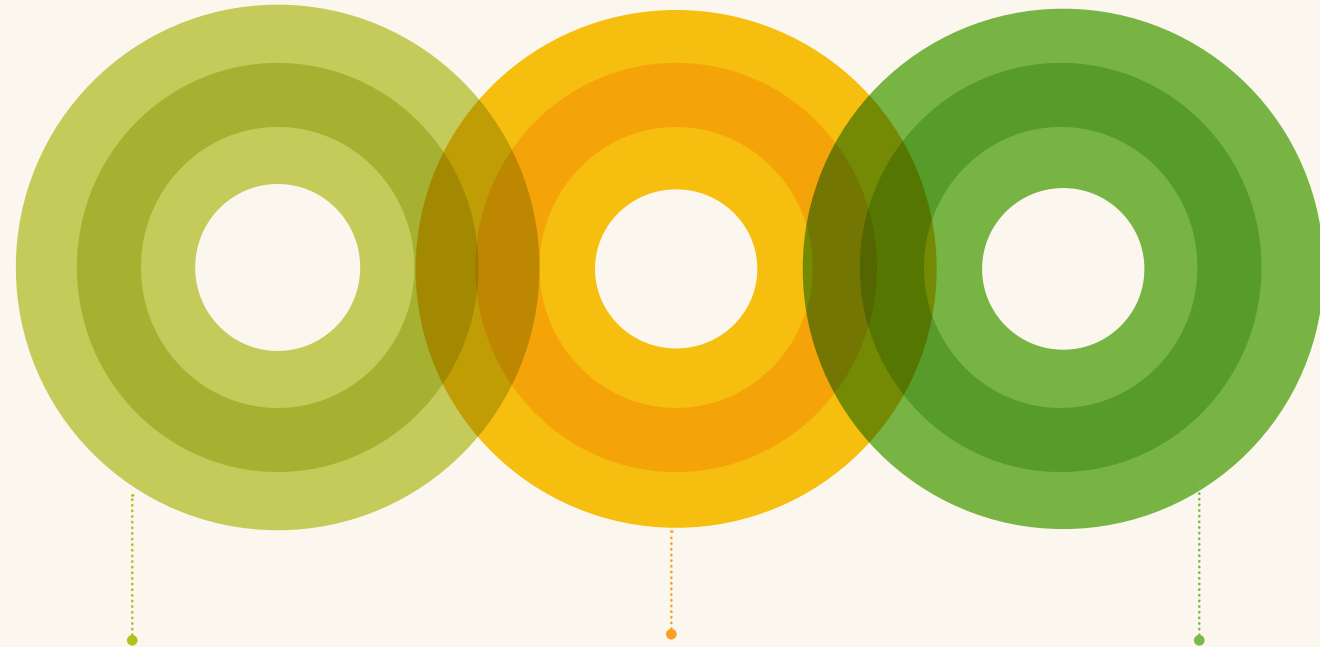
Providing therapeutic bereavement support under a family support model allows each child's needs to be assessed within the broader framework of the family's support system, to gauge where the resilience of both the individuals and the system itself has been stretched close to, or beyond, capacity. Done well, this work promotes post-traumatic growth in children and in systems, alike. The Barnardos Children's Bereavement Service offers three main 'circles of support', aimed at resourcing children and families, our local communities, and any adults who have concerns about a bereaved child that they are trying to support.

- *Sustainability Goal 16: Peace, Justice and Strong Institutions*

Barnardos Children's Bereavement Service

Three Circle of Support

In 2022, the service supported over 130 bereaved families, offered training on traumatic bereavement to over 500 individuals, provided professional consultancy to 12 staff teams related to complex trauma and bereavement, and completed over 30 critical incident support sessions.



Therapeutic Support

For bereaved children and families. Most referrals are received due to sudden, unexpected or violent death. Both trauma support and grief support are offered through a mixture of creative arts, play and talking.

Community Resourcing

For community-based professionals who are encountering bereaved children.

- **Traumatic Bereavement Training**
- **Professional Consultation**
- **Critical Incident Support**

National Helpline

For any adult concerned about a bereaved child. Family members or professionals can phone for info, advice, support resources, or to make a referral:

01 473 2110
Mon-Thurs 10 am-12 pm
bereavement@barnardos.ie

Post Adoption Service

The Barnardos Post Adoption Service provides a specialist therapeutic service to children and teenagers who are adopted both internationally and domestically and also caters for their parents. Additionally, we offer an adult Post Adoption Support Service.

In 2022, Barnardos and Tusla agreed on a further expansion of Post Adoption Services for both children and adults. The most significant expansion was in the adult aspect of the service, expanding to offer therapeutic support for people who were boarded out as children, as well as working with birth mothers, adopted adults and individuals subject to illegal birth registration. During the year, we separated adult and children's services due to the growing breadth of needs. Sadly, in April the vastly experienced and much-loved manager of our Adoption Service, Christine Hennessy, died suddenly. However, the team continued on with their work with an extremely productive year for the service.

Post Adoption: Adult Service

We expanded this service across four locations in 2022 to Galway, Cork and two locations in Dublin, while also offering a national and international reach of the service through online and phone contact. In 2022 the service received 112 referrals for 1:1 therapeutic and counselling services, supporting clients to explore, process and navigate issues such as separation and loss, identity issues, search and reunion of birth families, and managing complex relationships within the adoption triad. Alongside our 1:1 work, we also ran a series of therapeutic support groups for birth mothers, adopted adults, and individuals subject to illegal birth registration.

The service ran a total of 21 groups last year to 220 attendees. Such groups provide invaluable support through connection and the sharing of lived experiences among attendees. The introduction of the new Birth Information and Tracing Legislation in 2022 also saw a significant increase in calls and emails to our helpline. Our experienced post-adoption

team offered advice and support by email. The service also began the process of consultation with various stakeholders and service users to change the name of the Adult Post Adoption Service. Given the expanding remit of the service to clients subject to illegal birth registration, and adults who have been boarded out as children, a new, more inclusive name was warranted. We hope to rename the service in early 2023 with one that is inclusive and supportive of all our clients accessing the service.

Post Adoption: Children's Service

In 2022, the children's service individually worked with 93 new families, and 160 families in total. The group services were expanded to include specific group programs for children aged 7-11, 11-12, 13-15, and 16-18. Online and in-person parent support groups were held alongside webinars on sharing difficult information, raising adopted teens, the impact of the war on Ukraine for Russian and Ukrainian adoptees, and a successful webinar bringing

together some adult adoptees to share their experiences with adoptive parents. In total 18 different group programmes were run by the Children's team, many of them multi-session with over 400 children or parents in attendance.

A separate parent's group for families who adopted from the foster care system also continued in 2022 as did Circle of Security courses for parents of younger children. Presentations were also run for CAMHs teams, Tusla Social Work teams, and schools on the needs of adoptive families.

As many of the intercountry adopted families are reaching the late teenage and early adult years the children's team continues to try to offer a supportive and adaptable service to the needs of adoptive families.



EMPOWERING YOUNG PARENTS IN THEIR PARENTING ROLE

Teen Parent Support Programmes

The main aim of the Teen Parent Support Programme is to provide early interventions, which are needs-led and outcomes-focused, to enhance and support the wellbeing of young parents and their children. The service aims to empower young parents in their parenting role

- to ensure **equality of opportunity** for them and
- their children.

In 2022, Barnardos received 71 referrals and worked with 141 young parents and their children across the three sites of Tallaght, Wexford and Finglas. The table below provides a detailed breakdown:

Area	Number of Individuals Referred	Service Received
TALLAGHT	21	52 parents 57 children
WEXFORD	16	24 parents 18 children
FINGLAS	34	65 parents 26 children

The services offered to young parents included the development of parenting skills through the provision of Barnardos 0-2 Partnership with Parents Programme, Crisis support, Budgetary advice, support with accessing childcare, advocacy for housing, support with education, and practical parenting support through demonstration including guiding parents on feeding and bathing as well as managing family relationships with parents, partners and extended family.

- Sustainability Goal 5: Gender Equality
- Sustainability Goal 8: Decent Work and Economic Growth

- Sustainability Goal 4: Quality Education
- Sustainability Goal 3: Good Health and Wellbeing

Better Finglas: Area-Based Childhood Initiative

The National Area-Based Childhood (ABC) Programme aims to improve outcomes and break the cycle of poverty for children and their families in some of the most disadvantaged areas of the country.

Better Finglas works together with local voluntary and statutory agencies to improve the developmental, wellbeing, and **educational** outcomes of young children living in the area by delivering evidence-based, quality programmes and services to children and their parents, from pregnancy to eight years of age. Throughout 2022, Better Finglas worked with over 2,000 parents and children.

By providing a variety of Parenting Group Programmes, Seminars and Workshops, Better Finglas supported 158 parents in different areas of their parenting needs, including general

parenting support plus parenting children with additional needs, those with anxiety and teenagers. An additional 56 parents received support in understanding the importance of parent-child relationships and attachment and a further 88 parents engaged in the mindful parenting programme during the year.

47 parents were engaged in our home visiting programme which supports parents and children during pregnancy through to five years. **480 pregnant/new parents engaged in a variety of groups such as Baby Massage, Pregnancy Yoga, Parent Toddler Groups, Breastfeeding Support Groups, Ante-natal and Post-natal Support Groups, Parents Wellness and Baby Sensory Groups.**

A Post-natal Depression Support Group, run in conjunction with the Rotunda Hospital, Aware, Tusla, and the Better Finglas Community midwife proved to be particularly valuable to new parents.



We hosted four summer fun days and a teddy bears' picnic which were filled with joy and harnessed the energy and connectedness of each community.



With a focus on social and emotional wellbeing in Finglas, 62 children were engaged in the Roots of Empathy programme and 197 children and 38 parents engaged in mindfulness workshops. The Trauma-Informed Learning Network, led by Better Finglas, engaged 41 professionals in trauma-informed practice development to support our work with the impact of trauma. 30 school staff availed of the Nurture Training Programme and six local primary schools now have a dedicated

- nurture room for pupils, **positively impacting children's wellbeing**, behaviour, and ability to learn.

Better Finglas supports local Early Years Childcare Education Settings in their work with children aged 0-5. We provided 'steps to school' packs to over 800 parents and children to support their transition to school. 24 settings received training to support their work with children with autism. 155 practitioners received on-site coaching and mentoring to support their learning environments and spaces for play across the settings. 55 children were engaged

- in **mindfulness** workshops and 28 settings received sensory resource packs.

Via our Facebook pages, we ran monthly book clubs, engaging 226 children in the fun and providing them with activity packs and books. In 2022, together with local community services, we hosted four summer fun days and a teddy bears' picnic which were filled with joy and harnessed the energy and connectedness of each community.

- Sustainability Goal 3: Good Health and Wellbeing
- Sustainability Goal 4: Quality Education

● Sustainability Goal 4: Quality Education

Roots of Empathy

Roots of Empathy (ROE) is an evidence-based programme which has shown a significant effect in reducing levels of aggression, violence and bullying among school children by raising social-emotional competence and increasing empathy.

In Barnardos, we have seen activity returning to pre Covid-19 levels in terms of programme delivery and reaching an increased number of children throughout. By September all of our delivery had returned to in-person traditional programmes in the classroom. During 2022, Barnardos delivered ROE to 4,095 children, across 99 schools in 20 counties in the Republic of Ireland.

This year, we trained 51 new instructors from Dublin, Wicklow, Cork, Limerick, Longford, Leitrim, Louth, Westmeath, Kerry and Donegal which brings our overall core team of trained instructors nationally to 101. Due to this higher number of instructors and schools, we increased our Mentor Support Team to 11. Barnardos ROE Project Coordinator also successfully completed her full ROE training to become a certified Trainer with ROE

international. This year, Barnardos received significant feedback from teachers, instructors and children about the level of anxiety, stress and worry among children as a result of a range of issues affecting them such as the pandemic, homelessness, bullying and the impact of the war in Ukraine. Both teachers and children commented on how the ROE programme enabled and supported children to express their feelings around these issues and explore coping skills to manage their worries and anxieties more effectively enabling them to learn.

When teachers were asked **what the impact of the Roots of Empathy Programme had on children in their class**, they commented:

"The children in my class shared some very personal experiences during the ROE lessons, they have become very aware of the world around them. The lessons have really helped students to deal with the current climate and gave them an opportunity to share their feelings about Covid-19"

—2nd class, **St Joseph's NS, Dublin**

When Children were asked at the end of the programme: **"what do you hope the world will be like as your Roots of Empathy baby is growing up"** children commented:

"That everyone is welcome and has a place to call home."

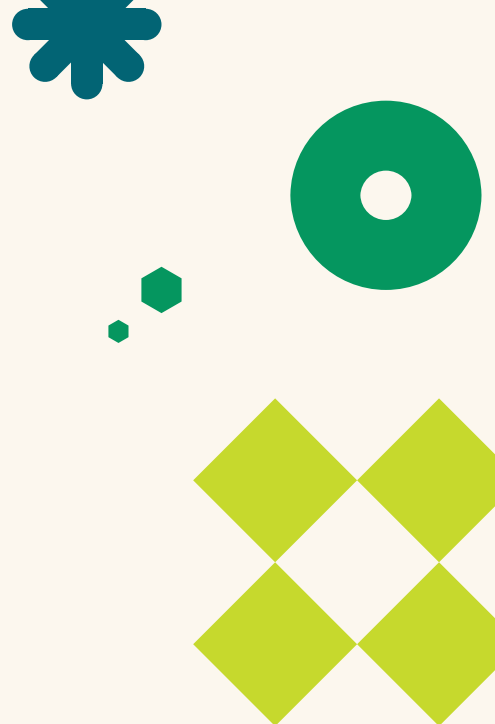
—4th class student **Presentation Primary Limerick**

"I hope that the world will be happy and respectful and all the wars will stop in the world and we will have world peace at last"

—3rd class student; **Scoil Ghobnatan, Mallow**

"I'd like the world to be open to her and people and her family encourage her even when she makes a mistake... because nothing in this world is easy but it's a lot easier if you have a team of family and friends to help you."

— 5th/6th class student: **St Kieran's NS, Bray**



One of our youngest volunteers for our Roots of Empathy Programme

Family Resource Centres

Finglas West Family Resource Centre (FWFRC)

2022 was an exciting year for the Finglas West Family Resource Centre (FWFRC) with the service moving into its new premises off Barry Avenue in Finglas West.

On the 4th August 2023, we finally got the keys to our purpose-built FRC after four years of

significant fundraising. Once the building was ready, a trauma-informed environment was created with a focus on ensuring it is a safe, warm and welcoming space for everyone who lives in the Finglas West Community.

We were thrilled to finally launch the new Finglas West Family Resource Centre on the 8th December 2022. The event was a great success with Minister Roderic O'Gorman from the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), the Lord Mayor

- Sustainability Goal 5: Gender Equality
- Sustainability Goal 10: Reduced Inequalities

of Dublin Caroline Conroy along with many local councillors and TDs and people living and working in the community attending the launch. On the afternoon of the 8th December 2022, we also hosted a special visit from Santa for over 150 children living in the local area.

During 2022, the service worked with 611 children and parents living in the Finglas West area. **A wide range of services was offered to families including Father/Toddler group, Mother/Toddler group, mindful parenting, baby massage, creative clubs, parenting support, play programmes and summer wellness.** The service was also central in a number of community events including Finglas West Pop-Up Fun Day and local 'enhance the space' community environmental initiatives. A new service offered this year was Homework Stay and Play group. This is a service that the community and the local schools in Finglas West had been asking for once the FRC building was open. This group offers children and their parents/carers a safe, warm and supported space where they can complete homework, have a healthy snack, and access sensory play and children's activities on the way home from school.



Opening of FRC



During 2022, there were a total of 120 enquiries. Some of the trends emerging are; parents worried about lack of access to services for children with additional needs

- Sustainability Goal 1: No Poverty
- Sustainability Goal 3: Good Health and Wellbeing

West Waterford Community and Family Hub

The West Waterford Community and Family Hub was established in January 2021 to **increase**

- **the provision of family support and improve**
- **family wellbeing** in West Waterford, with the overall aim of improving outcomes for children and young people. West Waterford was chosen due to its high level of disadvantage, coupled with low levels of family support provision and rural isolation.

During 2022, the West Waterford Community and Family Hub provided support to 170 parents and children. The service offered interventions with families seeking family

- support and included: **two Infant Massage Group Classes a week, Parent and Toddler Group, Children's Art and Craft group, and Summer Activities for children.**

Parenting Support Talks were offered in local schools for 18 parents. Topics covered: understanding and encouraging children's behaviour, helping children to manage feelings of stress and anxiety, how routine benefits children and how to make them work, and tips on how to nurture a child's self-esteem.

Two workshops were given in the Emergency Reception and Orientation Centre to residents of the centre about parenting in Ireland, general expectations of parents, how to manage children's misbehaviours as well as some positive parenting tips and ideas for 30 parents.

Youghal Family Resource Initiative

In 2022, Youghal Family Resource Initiative, continued to build on support offered in 2021 to parents and children in the Youghal area. We continue to be guided by our inter-agency steering groups with a focus on maintaining after-school care for vulnerable children. To that end, we provide universal parenting support through our Parent Hub with a Weekly Drop-In Clinic and enquiries handling service through phone and email. Our inter-agency links ensure a collaborative response to the needs of families in the area.

During 2022, there were a total of 120 enquiries. Some of the trends emerging are; parents worried about lack of access to services for children with additional needs, concerned

- Sustainability Goal 1: No Poverty
- Sustainability Goal 4: Quality Education

about their children's anxiety around school and school attendance, **support with financial worries and providing for their children's practical needs, tips and ideas to talk to children following parent separation, support in answering children's questions about gender and sexuality, children's online safety and ways parents can support their child online.** The service also provides public parenting advice with a monthly parenting slot on CRY FM Radio.

The service also provided parenting courses and workshops for 88 parents on issues such as **money and budgeting**, Just for Dads, connecting with your teenager, and 'Café Connect' for parents wishing to connect with other parents in the town. A successful summer programme was also offered for 33 children.

An afterschool service was also set up for 32 children aged 7 -12 years. Being a targeted service, many of the children attending have experienced domestic violence or care experience, parental mental health, fleeing war in other countries, parental addiction, parental separation, and challenges with their education. The aim of the afterschool service is to enhance children's social skills, increase

children's emotional wellbeing, and help with homework and promote literacy.

Wizards of Words (WoW)

- **WoW is a targeted intergenerational paired reading programme whose purpose is to improve children's overall reading achievement.** The programme pairs first and second class pupils who are nominated by teachers for extra reading support and have been assessed as meeting the eligibility criteria for WoW. The trained volunteers meet with their pupil three times weekly for 30-minute sessions during school hours to provide individualised reading support. The child benefits from having individual attention that is focused on their reading, as well as the development of a positive relationship with an adult.

During 2022, the WoW team focused on phasing back and rebuilding WoW in our 15 participating schools. We phased out our remote story time on Zoom class activity on December 2021 and January 2022. We completed refresher training workshops and school induction meetings with returning volunteers, as the face-to-face WoW service was phased back across schools.

We also recruited and completed our three-day training programme with 27 new volunteers (17 in August 2022 and 10 in December 2022).

In 2022, the WoW service worked with 234 children. Early intervention programmes like WoW, play a key role in pupils' literacy support. Feedback from schools indicates that pupils are coming to school with low language levels. WoW provides structured time for an enjoyable, rich print and language experience which boosts pupils' literacy levels, confidence and communication skills.

In 2022, the WoW service worked with 234 children.



Wizard of Words Volunteers from St Ultan's NS Cherry Orchard. In the photo are Áine Condon, Maura Duncan, Emer Campbell (St Ultan's), Mary Farrell and Gay O'Carroll.

- Sustainability Goal 3: Good Health and Wellbeing

Online Safety Programme

With the support of [Google.org](https://www.google.org), our online safety programme returned to face-to-face workshop delivery in 2022 on a full-time basis with 27,210 children attending our workshops as outlined below:

Schools	191 schools
NUMBER OF CHILDREN REACHED	27,210
NUMBER OF WORKSHOPS	907
NUMBER OF PARENT WEBINARS/WORKSHOPS	54
NUMBER OF PARENTS REACHED	1,104

We conducted a study on the theme of cyberbullying. We visited seven schools and did a survey with over 300 children where we learned that 60% of children would never tell their parents if they were being cyberbullied. With this information, we wrote a [report](#) and updated our workshops, but we also promoted our parent sessions more to try and increase awareness with parents of the issues that children are facing online these days.



Online Safety Programme

As such, we've reached over 1,104 parents with 96% reporting they found the workshop/webinar useful.

We hosted a successful webinar on the theme of [cyberbullying](#). Over 150 principals, parents and professionals working with children logged in on the day to listen to young people, the tech industry, and the government's plans to update bullying guidance to schools. Over 800 people watched the webinar back after the event.

+27k

Children reached

907

Workshops

54

Parent webinar/workshops

1,104

Parents reached

Public interest continued to grow in online learning with 2,129 users accessing Barnardos eLearning over the year.



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

At the request of DCEDIY (Department of Children, Equality, Disability, Integration and Youth), Barnardos developed and delivered an action plan to lead supports for professionals working in the Early Learning and Care (ELC) and School Aged Childcare (SAC) sectors to respond to the needs of Ukrainian children and their families in a trauma-informed way. This action plan included the development of new resources on topics such as supporting the transitions into ELC and SAC, the ELC Environment, and Promoting Resilience and Recovery in ELC. We facilitated master classes for support agencies on Building Trauma Awareness with a focus on the experience of refugee children. We also produced a pre-recorded webinar for Early Years Educators.

Our new publication [Trauma and Young Children: Building Trauma Awareness in ELC](#) was launched by Minister O’Gorman. We developed two new resources for SAC – environmentalism and adult-child relationships. We also published three issues in the Barnardos journal ChildLinks.

Public interest continued to grow in online learning with 2,129 users accessing Barnardos eLearning over the year. This includes 780 users for our new eLearning course, Children Learning in Natural Outdoor Environments, since its launch at the end of November 2022.

Our library service launched the new repository, Barnardos Knowledge Bank. There were over 800 items catalogued onto the repository with over 1,000 downloads per month. We provided a new discovery service for library members to facilitate access to millions of open-access content from a single search.

In 2022, the Síolta Quality Assurance Programme (QAP) ended. Barnardos contributed to the carrying out of Síolta validations for the remaining ELC settings engaged in the QAP. We also welcomed the new Core Funding Quality Action Planning (CF QAP) process and actively contributed to its development in collaboration with DCEDIY. Towards the end of 2022, we offered mentoring support to ELC and SAC settings who were engaging with the CF QAP for the first time.

We also engaged in several collaborative actions to support national policy development and to develop and improve quality in the ELC and SAC sectors.

- Sustainability Goal 4: Quality Education
- Sustainability Goal 10: Reduced Inequalities

Performance Against 2022 Strategic KPIs

Impact – Delivering Services that Transform the Lives of Children; Targeting, Extending and Maintaining the Quality and Reach of Services

Expanding Reach of Trauma-Informed Services in response to national policy, emerging needs and new opportunities.

HSE Parenting Initiative

Barnardos submitted five successful applications for funding from the new HSE and Department of Health initiative to deliver universal and evidence-based parenting programmes as part of a community health and wellbeing initiative developed under Sláintecare. 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.** Barnardos sites are located at Finglas/ Cabra, Wexford, South Tipperary, Athlone and Tallaght.

During 2022, over these five sites, we offered 23 parenting groups for 104 parents as well as 31 parenting workshops for 120 parents, as represented below:

Area	No. Workshops	No. Individuals In Workshops	No. Parenting Groups	No. Enrolled In Groups
FINGLAS / CABRA	7	16	3	23
ATHLONE	7	42	4	19
TALLAGHT	5	10	10	37
WEXFORD	5	35	2	7
CLONMEL	7	17	4	18

- Sustainability Goal 3: Good Health and Wellbeing
- Sustainability Goal 10: Reduced Inequalities

The Barnardos National Wellbeing Service

The Barnardos National Wellbeing Programme is a new trauma-informed intervention strategy for children (4–18 years), together with their parents and significant others in their communities. This programme comprises a range of evidence-informed and creative service components that aim to foster calm, mind-body awareness, and a **sense of**

- **belonging**. The overarching objectives of the programme are to
 - Strengthen coping skills/stress relieving mechanisms
 - Enhance integration
 - Promote community engagement

The Barnardos National Wellbeing Programme is currently available on a universal basis in five sites located across the Republic of Ireland: Tallaght, Dublin 11; Tyrellstown, Dublin 15; Clonmel/Carrick on Suir (South Tipperary); Athlone; and Thurles (North Tipperary).

It impacted 2,618 individuals in 2022. 1,847 of these were primary school children, 344 were children in secondary school, 125 were parents and 302 were professionals.

A total of 81 groups were delivered as part of our programme delivery during this period across 22 schools and a number of community settings.

- *Sustainability Goal 3: Good Health and Wellbeing*

A total of 69 workshops were delivered during this period including

- Children's Wellbeing Workshops (universal and more targeted children with additional needs)
- Adolescent Wellbeing Workshops (universal, targeted LGBTIQ+ adolescents and transitions groups)
- Parent Wellbeing Workshops
- Ukrainian Family Wellbeing Workshops
- Grow to Show Workshops (as part of the Grow from Seeds curriculum)
- Professional and Teacher Wellbeing Workshops



Barnardos National Wellbeing Programme locations



Feedback from Parents

“Anything that we’ve learned it's only like five minutes, it's nothing too long, so if there's something that's gone wrong you can just do the breathing, do the tapping, put on some music – there's loads of little skills that I've learned here that I'm using every day”

“Over the last six weeks, my stress levels have gone way down. I'm well able to use what we've learnt here to manage day-to-day”



Feedback from Children

“My experience was really good, released all the tension in my body, wouldn't change a thing, it made my muscles loose”

“I liked feeling calm and relaxed after each session. It made my body feel very happy”

“I think the programme is a great place to help children relax if something made you angry or sad so that when you get older you know how to handle it”



Feedback from Schools

“Such an excellent programme that I hope every school has the chance to experience. Learned so much about how much children need to breathe to regulate throughout the day and when these activities are used it saves the teacher getting stressed or giving out”

“...over the last few weeks definitely, we've seen an improvement in the behaviour of the class. There was a lot of challenging behaviour throughout the year, and in the last few weeks they seem to have settled a bit better and maybe have better skills to cope with different situations”



WATCH WELLBEING VIDEO



- Sustainability Goal 10: Reduced Inequalities
- Sustainability Goal 16: Peace, Justice and Strong Institutions

Advocacy and Information Service for Parents of Children in Care

We successfully responded to a request to tender for a new National Service to support the advocacy and information needs of parents with children in care. The scope of the service is to provide advocacy and information support to parents or those acting in “loco parentis”

- (including siblings in a kinship care situation)

who have children in the care of the State or are involved in care proceedings.

This new service will be a five-year pilot with inbuilt evaluation, based in Tusla areas with the highest number of children in care per head of population, which are Dublin North City and Waterford/Wexford.

The service is divided into three parts:

- 1. An Advocacy Service for Parents of Children in Care to empower and enable parents to actively participate in the child protection and court systems in an informed and supported manner.**
- 2. Information Provision and Communication Service which will produce accessible, user-friendly information in a variety of formats to**

enable parents to navigate the systems effectively by ensuring they know and understand what is happening.

- 3. Monitoring and Evaluation which will ensure that a systematic approach is taken to observe trends, track progress and recognise the achievement of sustainable outcomes.**

In 2022, a new team was recruited to develop and provide this service. Work was completed on designing the service and developing the systems required to support effective service delivery. A process of consultation with parents and other key stakeholders was commenced.

The helpline has been operational on a gradual basis (as staff recruited) since October 17th and by end of 2022 we had responded to 48 enquiries. The services also began taking advocacy cases from the 17th October, working with 26 cases across Dublin and Waterford.

Initial Assessment Service Dublin South Central

Towards the end of 2022, we established a new Initial Assessment (IA) and Family Support Service for Dublin South Central. The service will operate as per our well-established Initial Assessment Partnership model that has been in place in Dublin 15 and Dublin 11 since 2012.

This will see the service conducting 'IA' on Tusla Child Protection Intake Referrals that are identified to be of low/medium risk levels.

The service in Dublin South Central will have the capacity to carry out family support interventions, post initial assessment, where a need has been identified. Interventions will include; practical family support work, direct work with children, individualised parenting supports and parent-child work.

We experienced significant challenges in recruiting Project Workers for this service and this delayed the anticipated start time for the service. Work was completed on developing the referral pathways. The service opened on 30th November 2022 and during December, work started on 14 initial assessments.

Quality Assure Our Organisation Processes

Participation audit

To prepare for the introduction of the new Health Information and Quality Authority (HIQA) National Standards for Children's Social Services, Barnardos has selected one key area under each of HIQA's four principles to audit between 2022 and 2025. We selected participation under the key principle human rights-based approach to audit during 2022. In this audit, we explored how staff promote participation within our services and heard from some service users about their experience of participation at Barnardos. As a trauma-informed organisation, we are committed to promoting participation to ensure children and parents are active agents in their work with us.

Barnardos has a history of championing participation in our services. Listening and responding to children's and families' experiences and reflections is at the core of our work.

We have embraced the Lundy Model of Participation^[1] and in 2021 developed a Participation Framework to guide participation activities with children, young people, and parents. This framework and Barnardos participation policies for parents and children have been written in line with the DCEDIY National Participation Framework for Children and Young People's Participation in Decision-Making.

The audit was completed in five randomly selected projects, one per region to ensure spread across the organisation, and by three randomly selected service users attending Barnardos' family support services. The audit was completed between September and October 2022. The results of the audit were discussed with both the Services Committee and Audit and Risk Committee.

Staff

Staff reported that they provided information to children and families before the family received an intervention in a variety of ways; visually (20%), in writing (37%), verbally (40%), and all of the above (73%).

At Barnardos, staff hold review meetings at regular intervals during their work with children and families and closure meetings at the end of interventions. During these meetings, the staff member and service user review the family/individual's needs at referral, outcomes achieved, and identify new areas of support if required. This is a collaborative process. Staff reported that reviews were generally attended by; children and two parents (23%), children

and one parent (20%), one parent (23%), and two parents (7%). Staff reported that children and families were supported to prepare for review or closure meetings in advance, either always (80%) or often (20%).

Staff were asked to select the potential barriers to children and families' participation in their services. These included; transport (50%), language (47%), service location (23%), and accessibility (17%).

60% of staff had attended some child and family participation training, and 57% outlined that they believed they needed training in child and family participation.

Staff were asked to scale how familiar they are with the Lundy Model of Participation between one (not familiar at all) and five (very familiar). There were 30 responses to this question which averaged at 4.3. When asked how often they use the Lundy Model of Participation in their work, staff replied as outlined in the table below:

The audit also explored how often staff members use Barnardos supporting participation documents in their work as outlined in the table below:

Always	Often	Sometimes	Rarely	Never
50%	43%	3%	3%	0%

Documents	Always	No. Individuals In Workshops	No. Parenting Groups	No. Enrolled In Groups
Barnardos Participation Framework	37% (n=11)	33% (n=10)	24% (n=7)	6% (n=2)
Barnardos Participation Policy for Children and Young People	33% (n=10)	37% (n=11)	24% (n=7)	6% (n=2)
Barnardos Participation Policy for Parents	33% (n=10)	30% (n=9)	30% (n=9)	6% (n=2)

[1] The Lundy model is a children's rights-based model of participation which provides a pathway to conceptualise Article 12 of the UN Convention on the Rights of the Child (DCEDIY, 2021). In order to provide meaningful opportunities for participation we must consider the four elements of this model; space, voice, audience, and influence (DCEDIY, 2021).



Parents reported that they felt they had a say, that their opinion was actively sought about the service they received and their wishes were acted on.

Parents

Parents reported that: Their worker explained to them at the beginning what Barnardos does and how they could help. They had received information verbally, visually and in writing. *"[Barnardos worker] invited me and my kids to a family meeting to show examples of activities they would do together"*. Parents believed they had all the information they needed to participate in Barnardos services and that they were always given choices about time, location and content of sessions.

Parents were asked what they would like to change about the Barnardos building. Parent 1 said that they wouldn't make changes to the building and that they *"feel very welcome"*. They added that their *"son loves coming to Barnardos and seeing their worker"*. Parent 2 said they would change the location of the service, although they acknowledged this might not be something Barnardos can change. They explained that the service is in a house which faces a busy road and *"for teenagers especially they are worried their friends might see them going to Barnardos after school"*. They also said that it would be great for parents and children to have access to garden space

(if possible) during sessions. *"Barnardos could get small games for outside like pitch and putt or dart board"* and that there is *"limited space but great service to have within the town"*.

Parents reported that they felt they had a say, that their opinion was actively sought about the service they received and their wishes were acted on. One parent gave the example of the Barnardos worker asking questions about how to engage her child who wasn't going to respond to *"just talking"*. The Barnardos worker and parent talked about ways of making sessions more interactive for the young person.

Children

Children also reported that they were informed by their Barnardos worker about what they were going to be doing together at the start of their work. They felt they had a choice as to whether they agreed to work together and could influence the time and the place they met their worker. They all felt comfortable in the space and listed some of the things that helped with this: *snuggly blankets, bean bags, play dough, and books*.

Some of the things they noted that would make coming to Barnardos centre better were: *"have obstacle courses for fun, paint more, fix broken windows as soon as possible"* (windows broken due to anti-social behaviour) and *"more space for some work"* (this child did programme which required a lot of space for equipment and space for movement). When asked how their worker finds out what they think about Barnardos/the work they do together, for example, likes, dislikes, things you'd like to change, children responded: *"talks to my mam; draws pictures and asks what food I like."*

Children reported that they felt listened to and that they had a say in Barnardos.

Invest – In People to Build Future Sustainability, Attracting, and Retaining Quality People and Supporting Their Wellbeing; Diversifying our Revenue Base to Secure Financial Sustainability

Continue to develop our organisational practices and culture to align with environmental and social governance: equality, diversity, inclusion and sustainability.

Cultural Landscape Project

In April 2022, we completed a study exploring race and ethnicity of our service users within our services. Ethnicity data for 4,472 Barnardos service users were analysed and compared to Central Statistics Office (CSO) data.

Overall the findings indicated that Barnardos service users make up a more ethnically diverse cohort relative to national population data. For instance, while Irish travellers represent 0.7% of the general population, they made up 3.4% of service users in 2022. Some of our services had notably high proportions of travellers including Thurles (27%), Carlow (15%), and Mullingar (10%). Similarly, while those with Black Irish, Black African or Other Black ethnicity constituted 1.4% of the population in the Census, this same group made up 7.3% of service users, with Corduff (20.6%), Mulhuddart (19%) and Bawnlea (19%) having the highest proportions relative to national figures.

Despite limitations to the data, these findings provide important contextual information about Barnardos' work and service users and emphasise the importance of working

sensitively and adaptively with ethnic and cultural differences to create an environment that is welcoming for all

Finglas LGBTIQ+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual)

The Department of Children, Equality, Disability, Integration and Youth (DCEDIY) along with Tusla, launched a funding initiative to build integrated community approaches for supporting families of LGBTIQ+ youth. The Finglas Youth Resource Centre (FYRC), Barnardos, and Finglas West FRC staff started a journey in 2021, to deliver this initiative that Finglas will become more inclusive of LGBTIQ+ young people and their families, increasing awareness and support, which was a starting point to much further work in this area.

In 2022, Finglas West FRC led the establishment of an LGBTIQ+ network for Finglas. This group includes; a Parent of an LGBTIQ+ young person, DCC, Tusla, Barnardos, and Finglas Youth Service and Local partnership. The first meeting of the LGBTIQ+ took place in June 2022. The focus of this network is to become a safe and supportive environment for LGBTIQ+ young people living in Finglas.

Innovate – Using Technology and Evidence to Innovate Effective Working Practices and Services That Meet Increasing Needs and Support Staff

Design a suite of new services in response to National Policy, emerging needs and new opportunities.

Breath Body Mind (BBM)

BBM is an evidence-based, specialised training in breathwork and movement. BBM enables staff to teach core BBM strategies for anxiety and stress-related conditions and gain a deeper understanding of the neurophysiological effects of regulated breathing practices on **emotional regulation, bonding, and cognitive function.**

During 2022, we continued to focus on our implementation of this approach. A core aspect of this was identifying certain staff as champions who we are developing as trainers. Three staff completed BBM level two training which has deepened our understanding of the programme and provided greater understanding and knowledge of the benefits and delivery of each element of practice. This training has also introduced more advanced practices and has qualified the level two teachers to mentor and coach level one practitioners.

In 2023, we aim to support two staff to achieve their level three (fully qualified trainers) which will involve them participating in delivering training on BBM courses to staff within Barnardos.

BBM continues to be integrated into our existing work with children and families. It is utilised at the beginning and end of sessions with both children and parents to help bring them into their bodies and become regulated for their sessions. It is a key service component of the Barnardos National Wellbeing Project and continues to be utilised as a tool to support staff wellbeing.

Sensory Attachment Intervention (SAI)

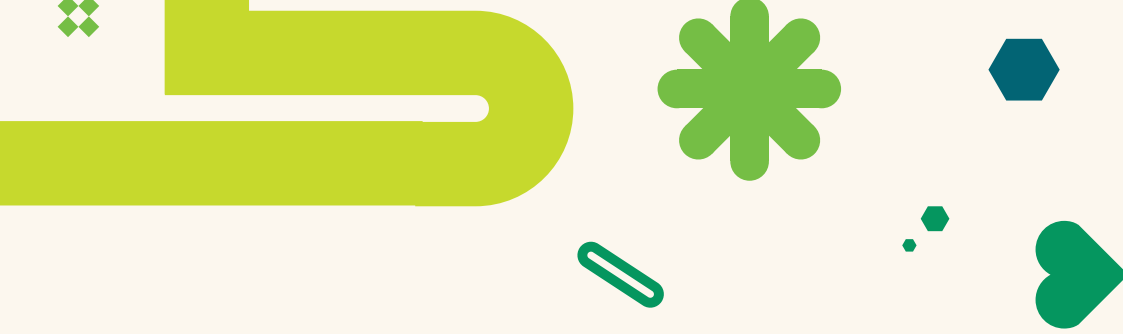
SAI is an integrative approach to the treatment of children and adults who have suffered trauma which impacts their ability to cope with stress throughout life. In 2022 the rollout of SAI was supported with a detailed implementation support plan.

- **The SAI approach continues to be integrated into all aspects of Barnardos' work. Therapeutic environments have increased our ability to contain and build strong, trustworthy connections with children and families.**

The 'Just Right State Programme' was delivered to individuals, sibling groups and groups of both Children and Parents. It was delivered in a number of different locations such as schools, family homes and in services.

This is Me Programme

Barnardos Trauma-Informed Individual Work with Children Programme called 'This is Me' continued to be rolled out in 2022. 129 staff have received training in the programme to date, with This is Me currently being delivered in the majority of our services.



The development and design of the programme manual continued throughout 2022, with the manual now at the final stage, and ready for printing.

A recent review of the delivery of This is Me with project workers, indicated that there were very positive perceptions of the programme, materials, and resources developed. Staff members also commented that the programme included a significant number of activities, which were well laid out and worked well when delivering the programme. Beyond the delivery of the This is Me programme, these activities were seen as providing a high-quality resource for Barnardos staff members which could be used in day-to-day practice. Overall, the programme was seen as being well-resourced and accessible for project workers. An evaluation of This is Me is planned for 2023.

Inter-Parental Conflict

In 2022, Barnardos designed a new service, 'The Inter-Parental Conflict Model', to support families we are working with who are experiencing post-separation conflict. This new service is based on a review of the literature and best practice approaches. This model has three programme elements:

1. **My Parenting Now** which seeks to help parents switch focus from inter-parental conflict to their own parenting and their children's needs
2. **My Communication Matters** which seeks to help parents focus on developing constructive ways of communicating with the other parent
3. **Minding Me** which seeks to help parents develop skills which promote their wellbeing and regulation

Each of these programmes can be completed stand-alone or in conjunction with one or the other two components, based on the need.

The new programmes were piloted with seven parents from across our services with really constructive feedback received from staff and parents that shaped the final design of the programme. We plan to roll out these programmes in 2023 and conduct an evaluation to explore their effectiveness and impact.

Digital Services Framework Project

During 2022, we completed an evaluation of our online work with children and adults, '[Working Together Online - A Barnardos evaluation of online work with children and families](#)'. The nine key recommendations

- Sustainability Goal 3: Good Health and Wellbeing
- Sustainability Goal 10: Reduced Inequalities

from this report were utilised to develop a [Digital Services Framework](#). The purpose of this framework is to support online working to ensure when online sessions are offered to children and adults, they are of equal quality as face-to-face working, that there is a mutually agreed focus to the work, and that staff are confident and have the required knowledge and skills.

A journal article has also been accepted for publishing on this topic, [JMIR Preprints #43498: A mixed-methods exploration of practitioners' experiences of delivering digital social care interventions with vulnerable children and families during the Covid19 pandemic](#).

We held a very successful online webinar on the 8th of November 2022 to launch the evaluation report and the framework. Dr Amanda Taylor Beswick, Head of Digital Transformation at the University of Cumbria, gave an impressive keynote address. Dr Grainne Hickey (Research Manager) presented the evaluation report, Siobhan Greene (Director of Children's Services) presented the Digital Best Practice framework, Parents' and Children's voices and experiences were captured and, Dr Carmen

Kealy, a Postdoctoral Researcher in the School of Education at the University of Galway, and Maébh Coleman, Founder and Director Dó Cent Training joined a panel discussion. The webinar is available to access [here](#).

Internal Training

- **Internal Training enhances the quality of our services through practice development including the provision of training and implementation support.**

As a trauma-informed organisation, Barnardos has a number of key principles that underpin our work. One of the key aspects is to ensure we have a trauma-informed responsive workforce.

Throughout the organisation, there are different levels and requirements, depending on whether the need is to be trauma-informed or trauma-responsive. We have a trauma-informed learning and development plan which provides a framework for the organisation and the workforce in relation to their training and development requirements and pathways.

Ensuring there is a trauma-responsive workforce provides assurance that there is a clear understanding of different types of

Adverse Childhood Experiences and trauma, its impact on children's minds, bodies and hearts, and the importance of creating safety, trustworthiness and a culture of hope.

There was a 27% increase in staff training numbers for 2022, with 1,882 participants attending 125 training sessions covering 22 topics during the year. Training continued to be provided online with 92% of training either a live webinar, eLearning or blended events.

The first half of 2022 saw the reintroduction (since Covid-19 restrictions during which there was a focus on trauma-informed training) of practice development training such as Partnership with Parents and Supervision for managers and staff, alongside some new, once-off training, such as the Seasons for Growth training, Leadership and Dealing with Difficult Calls.

There was a 27% increase in staff training numbers for 2022, with 1,882 participants attending 125 training sessions covering 22 topics during the year.

- *Sustainability Goal 4: Quality Education*
- *Sustainability Goal 8: Decent Work and Economic Growth*



Sensory Attachment Intervention (SAI) Implementation

67 staff from across our services attended training on SAI in 2022.

An implementation plan was developed to ensure that the SAI approach is integrated into all aspects of our work, and embedded in Barnardos' culture. The plan detailed the technical support (equipment, resources, training, information and systems) and the adaptive aspects (communication, policies and environments) required to successfully implement the programmes. It also detailed a roll-out plan and training schedule.

A detailed coaching plan was developed with regional support communities of practice every five weeks and a national reflective group once a quarter. A buddy system has been set up and the Best Practice Team are proactively supporting each site and sharing knowledge on effective implementation across all the sites.

A number of supporting guidance documents were developed and distributed. These include video guidance and an overview of the Just Right State (JRS) Programme (children and parents). Other resources needed for the programme have also been digitised with the permission of SAI such as the activity and story books.

Training for 29 staff in our seven early years settings commenced in Sept 2022 with further training scheduled for 2023. The JRS training programme is being adapted to fit with Barnardos Tús Maith Early Years curriculum to

suit the age and stage of the children attending these services.

Inform – Creating, Applying and Sharing Knowledge by Analysing our Data, Measuring, and Evaluating our Services to Improve Quality and Effectiveness

Evaluations

Conduct and disseminate our research and evaluation reports on the issues affecting children to build the evidence base for our work and policy positions.

Evaluation – National Wellbeing Programme

The evaluation of Barnardos National Wellbeing Programme was completed in 2022. The evaluation aimed to: (i) examine the impact of the wellbeing programme on child, young person and parent outcomes, including subjective wellbeing and emotional regulation; and (ii) explore the experiences of participants in the programme and the factors that facilitate or inhibit the effective delivery of the programme. Findings revealed a significant positive impact on wellbeing. Two interrelated sub-studies were carried out: (1) a quantitative study involving the collection of pre and post-outcome measures; (2) a qualitative study involving interviews and focus groups with programme participants and other key stakeholders. During the course of this

evaluation, quantitative data was collected from 235 children and young people, and 12 parents based across all of the five wellbeing sites; whilst 53 children and young people, 7 parents and 20 key stakeholders (teachers, school staff, Barnardos staff, etc.) also took part in focus groups and interviews.

Following intervention, larger proportions of children were demonstrating adaptive social-emotional coping skills, whilst fewer were demonstrating maladaptive regulation. There was a statistically significant effect of the intervention on children's ability to regulate their emotions, suggesting that children were expressing more positive emotions and demonstrating greater empathy and emotional self-awareness.

Similarly, there was a statistically significant decrease observed in emotional ability/negativity scores. These findings suggest that on average, children experience less emotional dysregulation, such as anger and mood swings, post-intervention. There were no effects of intervention on a child's self-reported wellbeing. Parents who attended wellbeing support reported better wellbeing and emotional regulation at follow-up, although these differences were not statistically significant.

The qualitative findings revealed very high levels of satisfaction with, and enjoyment of, the wellbeing programme components. **More**

- **generally, the availability of the wellbeing programme at a community level was broadly welcomed by key stakeholders,**

who emphasised a growing need to address anxiety, emotional dysregulation, behavioural challenges and mental health issues in children and young people, as well as their families.

Positive outcomes at a community level included the increased capacity to support wellbeing. Overall, these findings highlight the acceptability, relevance and potential effectiveness of a coordinated package of wellbeing support delivered in the community which facilitates access to a range of wellbeing-focused resources, and which also promotes emotional regulation and wellbeing.

- *Sustainability Goal 3: Good Health and Wellbeing*
- *Sustainability Goal 10: Reduced Inequalities*

Evaluation – Barnardos trauma-informed approach for children and parents experiencing substance misuse in Lorien (Tallaght) and Ballyogan (South Dublin) services.

During 2022, we commenced an evaluation to explore the delivery and impact of Barnardos' trauma-informed response for children and parents experiencing substance misuse in two sites in Dublin. The evaluation was somewhat delayed due to the low level of response to the tender. As a result, the funding and scope of the evaluation were amended. An external research team from the University of Ulster led by Dr Aisling McLaughlin has now been appointed. Garda clearance / Access NI clearance and ethical approval have been obtained by the research team and data collection is currently taking place. This evaluation is scheduled for completion in early 2023.

Evaluation – Ballybeg Playground Service

The evaluation of the Ballybeg Playground Service in Waterford will capture the experiences of children attending the service, the meaning of the space in children's lives, the success of the programme in terms of improving the wellbeing of children and their families, as well as the links and relationships between the service and the wider community. A team of researchers led by Dr Eleanor Hollywood from the School of Nursing and Midwifery at Trinity College Dublin has been appointed to conduct the research and contract development is underway. The fieldwork is underway with the evaluation scheduled for completion in early 2023.

The Irish Journal of Applied Social Studies

The Irish Journal of Applied Social Studies (IJASS) accepted 'A critical review of Barnardos' response to Parental Mental Health during a Pandemic' which was published in 2022.

This article was a collaborative piece of work by Best Practice, Research and the Director of Children's Services. It utilised our primary research and insights from the various surveys we carried out during the pandemic and mapped our response to parental wellbeing in the context of best practices and national and international literature. [Link Here](#)

Introduction of Standardised Outcome Measurement Tools to Demonstrate Impact

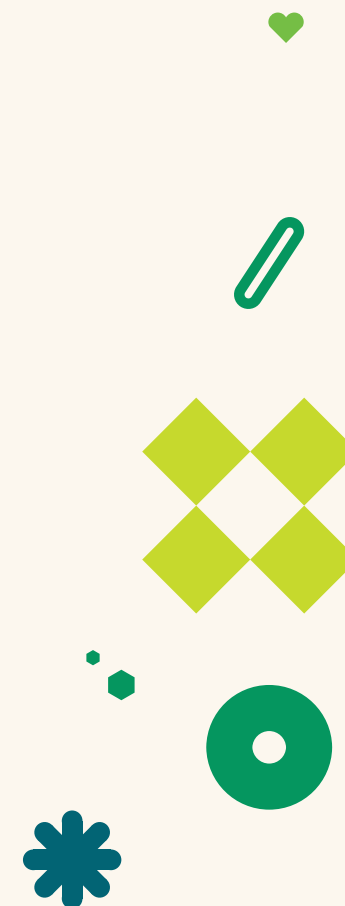
Child and family social care systems need high-quality data and evidence which facilitates the identification of needs, promotes accurate and timely assessment of outcomes and enables examination of the effectiveness of supports and organisational implementation processes and practices. Routinely collecting standardised outcome measures across Barnardos will provide significant benefits by providing insights into child and family needs (social, emotional and behavioural wellbeing, family circumstances, environment, and parenting challenges) and facilitating analyses of trends across services, as well as the impact of interventions. Key steps and progress in respect of this goal are outlined below.

A data mapping and review of the previous piloting process has been undertaken. This mapping and review have highlighted the standardised outcome measures that

have been previously or are currently used within Barnardos, gaps in the collection of standardised outcome measures, and challenges to the collection and storage of data.

Several reviews of appropriate measures have been conducted and multiple parent and child outcome measures were identified and assessed for relevance, quality, and information yielded. This has resulted in a short list of measures which may be rolled out across Barnardos services. Some of the key factors in the decision-making process included the psychometric properties of the measures, use, availability of comparative data/cut-offs, cost, and familiarity with the measure.

An implementation plan has been developed and an implementation team to progress this work established. The Standardised Measures Implementation Team will guide decision-making and planning regarding the introduction of Standardised Measures in Barnardos Family Support and Early Years Services during 2023.



Build our Capability to Collect, Store and Analyse Information from a Range of Internal and External Sources to Forecast Future Trends and Inform Policy and Practice Across the Organisation

Electronic Record Keeping (ERK)

During 2022, significant progress was made with the design of our new ERK System.

We experienced significant challenges in staffing our ERK team. Despite this, the project progressed as planned throughout the year.

We are working towards a 'go live' date of 9th March 2023.

Influence – Raising Public Awareness About the Needs of Children; Shaping Policy and Practice, Becoming a Recognised Leader in Trauma-Informed Approach

Service User Satisfaction Survey

We conducted a Service User Satisfaction Survey (SUSS) between July and September 2022. This study was established to examine child and parent satisfaction with Barnardos practices and resources and to contribute to the development and implementation of high-quality, user-centred, needs-led services in Barnardos. Three surveys were carried out with a total of 263 adults and children:

- i. a parents' survey with 181 parents
- ii. an older children and young people survey (n = 31)
- iii. a younger children survey (n = 51).

The study expanded on previous research by incorporating an assessment of feedback provided by parents and children (n = 53) at the point of case closure. We also assessed, in particular, how trauma-informed principles are reflected in service users' experiences.

The data from both surveys and closure reports demonstrate high levels of satisfaction amongst recipients of a Barnardos service.

Overall, the findings highlight positive experiences of service engagement including; constructive and collaborative relationships between service users and staff, kind, empathetic and compassionate interactions with project workers, and a sense of connection, empowerment, partnership and inclusion during involvement with services.



- Sustainability Goal 2: Zero Hunger

Adult Service Users

"I can't praise the staff from Barnardos enough they go above and beyond for me and your family, at times I would be lost without them" (Participant 55)

"I can honestly say that in my darkest hours, Barnardos have wrapped around me, lifted me up, guided me, supported me and helped me. It has enabled me to cope with the unbearable and most of all be a better parent to my children. Allowing my children to flourish. I will be forever in your debt." (Participant 76)

"They're extremely welcoming and friendly and don't judge [...]. I've found this group great for myself and my child" (Participant 3)

"Vicky from Barnardos has been nothing but helpful, understanding and is just unbelievable, helpful and professional" (Participant 49).

"Claire has been absolutely brilliant I couldn't feel more at home with her and not judged for the things I tell her, there's no words for how good she has been to me and how welcoming she's just brilliant and I'm so happy I joined Barnardos and I wish I had joined years ago they

are one of the best support systems out there and I'm extremely lucky to have found Claire" (Participant 123)

"Annie has been a joy to work with. She is very caring and a great listener. I've learnt a lot from her" (Participant 134)

"It is the first time I have felt listened to by a service and not have someone go straight to problem-solving before really listening" (Participant 127)

"I feel staff understand where I struggle and are eager to help me to help myself, in a gentle, non-judgemental manner" (Participant 83)

"Excellent service with brilliant empathetic, compassionate staff" (Participant 71)

Children Service Users

- *"I like playing with my friends; I like eating with my friends and I like playing with you [project worker]!"*

"Meeting [my project worker], when I go in she makes me laugh"

Findings are highly similar to those from the most recent past service user satisfaction survey and provide evidence of consistent, ongoing high-quality delivery of services in Barnardos. Evidence from surveys and closure forms also highlights a range of perceived benefits for parents and children as a result of their involvement with Barnardos. Parents felt they were more confident in their parenting role, had developed stronger parenting skills and had been empowered to improve their relationships and interactions with their children and families as a whole. Children also felt they had been supported to develop greater emotional resilience. Finally, the triangulated findings indicate several core values of trauma-sensitive work are evident in service users' experiences of their involvement with Barnardos staff and service provisions. Overall, the study provides some important insights into participants' experiences of Barnardos practices and resources, particularly their interactions and relationships with staff and services, as well as perceived benefits.

Childhood Domestic Violence and Abuse (CDVA) Empower Kids Project

The overall purpose of this 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 delivering effective services in response. In 2022, we provided technical support and guidance to CDVA/TLC Kidz projects across nine local areas covering 13 counties. This involved training 137 facilitators across these counties and improving responses to children nationally through the Coordinators forum. In conjunction with the community of practice, we developed a resource bank available for front-line practitioners to access supports/resources for working with children and families experiencing Childhood Domestic Violence and Abuse.

In 2022, we hosted two Childhood Domestic Violence and Abuse Community of Practice events. The themes of these events were 'Exploring the safe and together model' and 'Getting it Right - for and with Children'. Both these events were well attended by practitioners around the country who engage with children and young people who live with domestic violence and abuse.

The CDVA project is facilitating a children's participation project, called EMPOWER KIDS. In this project, we collaborate with specialist domestic abuse services, TLC Kidz projects, and Barnardos family support projects from around Ireland in order to amplify what children and young people are saying about their experiences of domestic violence and abuse and to learn from them what is required in terms of effective responses.

In June 2022, we submitted our final case study on the work of the Empower Kids project to Hub na nOg. The work of the Empower Kids project to date was selected as an example of good practice in child and youth participation in decision-making. The DCEDIY has collaborated with UNICEF to build on the review of practice and innovation and develop a compendium of case studies. It is envisaged that the compendium of case studies will be showcased on several websites, including Hub na nÓg, UNICEF, the EU and other sites.

The project has also facilitated consultation among children for the Department of Justice regarding their views of the draft 3rd Strategy. Some feedback from children about the Strategy is as follows:

Prevention

"I think to protect girls we should try to make them feel powerful enough to speak up for themselves because most of them would be too scared too."

"Boys and girls do not have the same rights. Men think they are "on top". It's in boys' personality to tease girls and think they are way better. Girls do tease boys, but boys do it all of the time."

"That self-defence classes should be taught in schools."

Prosecution

"Children have 'no voice in court' – children of all ages have rights."

"No matter what the abuse is, it should be unacceptable and there should always be a consequence for their actions."

"Courts should always believe the victim first even if they don't have much evidence for domestic violence and abuse and that the perpetrator should have to prove that they didn't commit violence or abuse." "Arrest and remove the person who is angry."

Protection

"Children shouldn't have to move away from home as they have to drive everywhere now, and are not as close to friends as they were."

"There should be a note gone out to parents if the counsellor wants to link in with a child or young person they should be allowed."

"It very much depends on who you talk to about whether you are believed. Services do believe but sometimes nothing happens."

Coordination

"Not all victims will come forward about abuse. A house/family could appear to be perfect when it could actually be abusive or toxic."

"Council should have easier rules, so if we want to move house we can. The memories of the hurting in the house that happened every day make me sad."

To learn more about our Empower Kids project and watch our video [go to P.128](#)

Our Partners

Aldi
Apple
Arachas Brokers
Autodesk
Bidvest Noonan
Cadbury
Carzone
Chubb Insurance
Clancy Construction
Crowe Ireland
Datadog
Dell
Deloitte
Edelmann
Google
Hallmark
Heinz
McCain
MSD Ireland
RSA Insurance
Saint Gobain
The Irish Sun
Vanguard
Virgin Media

€11,168,000*

Fundraising and Retail

We are incredibly grateful to Barnardos supporters for their commitment to our work with vulnerable children and families. It is because of their generosity and kindness we were able to raise €11,168,000 through a variety of fundraising income streams and retail activities in 2022.

In a year where so many people were experiencing the effects of the cost of living crisis, we were honoured to have the continued support of our valued donors and would like to extend our deep appreciation to all our supporters.

**Total voluntary income*

Partnerships

We have had a jam-packed year of activities with our partners based all over the country and have thoroughly enjoyed getting back out, engaging with all the dedicated companies and their employees that support Barnardos work with families.

We would like to sincerely thank all our wonderful partners who showed their support for the most vulnerable children in the communities across Ireland.



ALDI volunteers help reproduce 'Rainbow road' for St Malachys school Finglas.

- Sustainability Goal 1: No Poverty

This year saw us further develop the Aldi Partnership from its foundations in 2020 alongside the opening up of society again post Covid-19. Highlights of the year include

- Aldi commissioned **Food Poverty** Research and Forum which raised vital awareness, contributed to a strong media campaign and led to further research in November 2022 ongoing into 2023. By the end of 2022 we had reached our two-year, €1 million target thanks to; on-pack donations, the HOME Cookbook, Specialbuys stock in Barnardos stores, and over €85,000 Aldi vouchers gifted to vulnerable families and children. The success of the partnership is reflected in the extension of our partnership for a further two years into 2024.

2022 saw the launch of the Magic of Christmas, Christmas FM's new appeal to support children's charities across Ireland in the coming three years by raising €1 million. Barnardos were delighted to be chosen as one of four charity partners with over €300,000 raised in 2022 alone. We look forward to seeing the campaign return in 2023.

Now in our sixth year of partnership, the Dell Technologies team across Dublin, Limerick and Cork continue to drive meaningful impact and local support for the children and families we support. 2022 saw a mix of volunteering, skills sharing and fundraising as well as supporting our national Digital Day of Giving in September.

2022 saw the launch of the 'Beanz Meanz Mealz for Barnardos Appeal' for Heinz, with an on-pack campaign running in stores nationwide to support those most vulnerable in Ireland today.

Stalwart supporters Saint-Gobain raised their game to a huge €30,474 this year through a combination of monthly lottery donations, 100km cycle and tractor sales.

Two insurance companies invested and generously volunteered their time to transform the outdoor spaces in two of our Dublin children's centres. RSA Insurance Group by cleaning and spray painting in our Millbrook Centre in Tallaght and Chubb Ireland by digging out the old playground surface and garden in Buckingham street.

Our Donors

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 continues to implement our donor care strategy, with over 32,000 calls made in 2022. Our donors are the foundation of our voluntary income and our focus is on 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 let them know how important their donations are to the lives of the children and families we work with. Our monthly and regular donors continue to give us the financial stability we need to support more children than ever before. Our fundraisers engaged with thousands of people who wanted to support families facing the very worst of the cost of living crisis. We would like to take this opportunity to thank each and every one for their kindness and generosity.

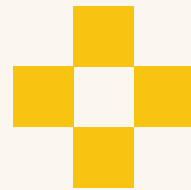
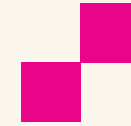


▶ PLOUGHING CHAMPIONSHIPS

Niall O'Connor Group Managing Director ALDI, Suzanne Connolly CEO Barnardos and Barnardos Ambassador Paul O'Connor at the Ploughing Championships 2022



◀ CHRISTMAS FM



▶ RAINBOW ROAD

Heinz and ALDI volunteers help reproduce 'Rainbow road' for St Malachys school Finglas.

Clockwise top to bottom:
Finished railings, ALDI volunteer team, Heinz volunteer team



In 2022, to ensure our voluntary income streams continue to be as diverse as possible, we launched our new Legacy Giving campaign “Pass It On” which encourages the public to consider leaving a gift to Barnardos’ work with children in their will. The campaign launch in November was preceded by an extensive research period with our donors to listen to their views and feedback. The campaign will continue into 2023 and beyond to ensure we are actively generating funds from a wide range of sources.

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



Our new Legacy Giving campaign “Pass It On”

Philanthropy

We would like to thank all of our Philanthropic donors for their steadfast commitment to our work in 2022.

We were delighted to receive visits from representatives of the Community Foundation of Ireland, The Ireland Funds, and some of their individual donors, to a number of our service locations throughout the year. Frontline staff welcomed these opportunities to explain the challenges facing vulnerable children and

families and the transformational impact that their philanthropic investment has on their lives.

We are grateful for the renewed support from the Community Foundation of Ireland and the RTÉ Late Late Toy Show Appeal in 2022 for our innovative Barnardos National Wellbeing Programme which supports children to improve their emotional and mental wellbeing in the aftermath of the Covid-19 pandemic. Thanks to their support this programme reached 2,618 people in targeted communities across Ireland. Testimonies from children, parents and teachers highlight the extremely positive impact of this work on children, their families and the classroom environment. We would like to recognise the fantastic support provided by Rethink Ireland, Basis Point, the Coppin Charitable Trust, Greystone Trust, Fiduchi Limited, and ESB Energy for Generations whose investment contributes to the sustainability of our services and programmes.

We are also extremely grateful to all our individual donors whose ongoing generosity and belief in what we do help to transform the lives of so many vulnerable children in Ireland every year.

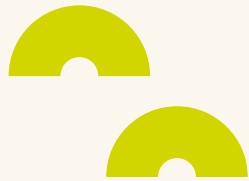
RTÉ
**ToyShow
 Appeal** 

**Community
 Foundation
 Ireland**



WATCH BARNARDOS
WELLBEING CLASS 'HA'
BREATH VIDEO





IT'S TODDLER TIME!

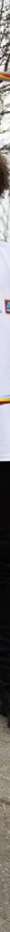
Barnardos Launches Big Toddler 2022.

Barnardos Big Toddler is a fun half-mile sponsored walk for crèche and pre-school aged children, was launched by Barnardos Ambassador Karen Koster.



50 SQUATS A DAY CHALLENGE ▶

Barnardos 50 Squats a day Facebook Challenge took place February 2022. Encouraging supporters to take on the challenge and help raise vital funds for Barnardos



BIG ACTIVE

Paul O'Connell Launched the new schools initiative – The Barnardos Big Active supported by ALDI. Pictured at the launch were: (l-r) Oscar McDonald, age 6, Paul O'Connell, Elodie Curry, age 9 and Romeo Wusu, age 10.

© Patrick Bolger Photography



Event and Community Fundraising

2022 was a special year for **Barnardos Big Toddle** as we celebrated its 19th year with an equally special theme, Big Toddle Little Heroes. At the heart of this annual fundraising campaign are the toddlers who undertake a sponsored walk to raise funds to support our Early Years Services. They are Barnardos youngest fundraisers, they are our Little Heroes. This year 37,974 pairs of little legs toddled from over 1,550 crèches, Montessori and families nationwide. Through the years, Barnardos Big Toddle has raised over **€4.46 million** and we are very grateful to everyone who has played a part in that story.

Our newest national initiative, Barnardos Big Active supported by Aldi, launched in March with the generous support of Aldi and Barnardos Ambassador, Paul O'Connell. This exciting campaign is designed to help students of all ages and abilities to focus on their health and wellbeing, all while helping others through fundraising. Over 21,000 students from 177 primary and secondary schools across the country signed up to take part in the Barnardos Big Active in 2022.

Digital campaigns played a big part in our fundraising activities in 2022. From marathons and endurance challenges to squats, swim and steps challenges, thousands of supporters joined #TeamBarnardos to help raise funds to support our work. We thank all our community fundraisers and challenge participants for their continued support. We celebrated Barnardos Giving Day, sponsored by Dell Technologies and supported by our wonderful Ambassador,

Richie Sadlier, on the 9th of September. One of our many activities included a very special throw-back to the 90s for Barnardos Flashback Friday with RTÉ 2FM, playing wall-to-wall retro hits on air all day. We are very grateful to the 2FM listeners who showed their support by donating online to support vulnerable children and families coping with the cost of living crisis.

Retail

Last year, Barnardos Bridal Rooms had the busiest year to date. **172 brides purchased their dream gowns in our beautiful Bridal Rooms in Dún Laoghaire and Wexford.**

All our gowns are brand new and donated by designers, wholesalers and retailers who support Barnardos by gifting their products to us. Many of our brides tell us how passionately they feel about raising funds for Barnardos by consciously purchasing their dream gown with us. Our Bridal Rooms are appointment only, with trained staff and volunteers who are proud to be part of this important purchase and also offer a very special experience for the bride at her appointment.

Central to the success of our shops is the generosity of our donors – the people and businesses who give stock to us through our door collections, directly into the stores or through our warehouse. It is through their donations that we can keep our shelves stocked and provide quality items at excellent prices to our valued customers. We also couldn't keep trading without our volunteers who give their time so generously to support the running of the shops – we thank them all for



**“I just adored the shop, experience and dress and love that it goes to charity. Thanks to you all for such amazing work”
– Amy & Frank**



“It was an amazing day and my dress was perfect! I love it so much and got so many compliments! Thanks SO so much to your team!”

– Annette

● Sustainability Goal 12: Responsible Consumption and Production



[Back to School Survey
Findings Infographic](#)



- Sustainability Goal 12: Responsible Consumption and Production
- Sustainability Goal 4: Quality Education

their continued support.

- **Barnardos Charity Shops are sustainability hubs in local communities.** Each year our retail operation prevents tonnes of textiles from going to landfills by offering shoppers a sustainable choice. Our stores are a trusted place for environmentally conscious donors to donate and shoppers 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.

Policy

In 2022, Barnardos continued to influence local and national government policies based on the experiences and views of our staff and the best interests of children.

Much of our policy work in 2022 was focused on the cost of living crisis. Families we support faced unprecedented increases in the cost of daily necessities. We informed the government and department officials of the hardships children were facing, particularly those in low-income families, and the specific measures needed to alleviate that hardship and ensure that children across the country were not going

without essentials.

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. We were successful in persuading the government to provide free schoolbooks for all primary school children beginning in 2023. This a positive step towards **our ambition of having a truly free education in this country for all children**, and something we wish to build upon further in the future.

Additionally, 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 bullying, guardian ad litem reforms, and adoption and maintenance orders.

Cost of Living Crisis

During 2022, we continued to experience high levels of demand for our targeted services. Between 01 February 2022 and 31 December 2022 a total of 2,322 families were referred to Barnardos targeted services. 47% of children and parents were referred from Tusla, 21% of children and parents self-referred, 11% were from another voluntary agency and 10% were from the HSE.

Waiting lists have become longer with 658 families waiting at the start of January increasing to 757 families waiting at the end of December 2022 (that is 2,374 individual referrals pending or waiting currently). The rate of increase has fluctuated during the year with a peak of 815 families waiting in May 2022. Some of our services experienced significantly higher demand than others with the size of the waiting lists and waiting time higher than others. For example, at the end of the year, our National Bereavement Service had 88 families waiting, our Family Support in Tallaght had 73 families waiting, and our Family Support Service in Cork had 57 families waiting. This was despite investment in each of these services of new workers funded by the RTÉ Late Late Toy Show Appeal.



“In all my years with this service I’ve never seen so many families getting to the point of being cut off from electricity, having to make choices about what they are going to go with or without this week”

– Barnardos staff member

“All it takes is for one cost to crop up or one thing to breakdown and they are tipped into financial crisis”

– Barnardos staff member



VIEW PRACTICAL
SUPPORTS VIDEO



Barnardos also called on the Government to



Introduce a hardship fund

The Department of Social Protection should create a cost of living hardship fund for parents struggling to provide their children with basic necessities such as; food, clothing and electricity.



Further extend fuel allowance

Recently introduced extensions to fuel allowance should be continued next year and additional families should be able to benefit from it, for example, parents on working family payment.



Increase social welfare payments

Increase the rate of social welfare payments in the immediate term and over the longer term look to benchmark social welfare payments in line with the minimum essential standard of living measurements.

Achievements & Performance

Reflecting on 2022 Goals



Key activities planned for Barnardos Children's Services in 2022

1. The continued roll-out of Sensory Attachment Intervention (SAI) training to direct services staff.

67 staff from across our services attended training on SAI in 2022.

This rollout of SAI was supported with a detailed implementation support plan. The SAI approach continues to be integrated into all aspects of our work. Therapeutic environments have increased our ability to contain and build strong, trustworthy connections with children and families.

The 'Just Right State Programme' was delivered to individuals, sibling groups and groups of both children and parents. It was delivered in a number of different locations such as schools, family homes, and in services.

2. 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.

Throughout the year, we completed an evaluation of our online work with children and adults; [Working Together Online – A Barnardos evaluation of online work with children and families](#). The nine key recommendations from this report were utilised to develop a [Digital Services Framework](#). A successful online webinar on the 8th of November launched the evaluation report and the framework.



3. The design and development of our new Children's Services Electronic Record Keeping (ERK) and Data System.

In 2022, significant progress was made with the design of our new ERK System.

We experienced significant challenges in staffing our ERK team, in particular the ERK Project Manager and Data Analyst roles. Despite this, the project progressed as planned throughout the year.

The design of the system took place from February to May with the active involvement of 20 children's services staff members. The build of the system took place from May to September 2022. User Acceptance Testing (UAT) then took place in two phases spread between June and December 2022 with a further 24 Children's Services staff involved in this process with the ERK team. Data migration trials and testing took place in November and December.

We are working towards a 'go live' date of 9th March 2023.

Reporting on Planned Activities for 2022

1. Delivery of new services across Barnardos

ACHIEVED

Inter-Parental Conflict Model with three programme elements

- **My Parenting Now** which seeks to help parents to switch focus from inter-parental conflict to their own parenting and their children's needs
- **My Communication Matters** which seeks to help parents to focus on developing constructive ways of communicating with the other parent
- **Minding Me** which seeks to help parents to develop skills which promote their wellbeing and regulation

Another new service is the **Advocacy and Information Service for Parents of Children in Care**.

The service will provide advocacy and information support to parents or those acting in "loco parentis" (including siblings in a kinship care situation) who have children in the care of the State or are involved in care proceedings.

This new service will be a five-year pilot with inbuilt evaluation based in Tusla areas with the highest number of children in care per head of population, which are Dublin North City and Waterford/Wexford.

The service is divided into three parts:

- **An Advocacy Service for Parents of Children in Care to empower and enable parents to actively participate in the child protection and court systems in an informed and supported manner.**
- **Information Provision and Communication Service** which will produce accessible, user-friendly information in a variety of formats to ensure the information is available to ensure parents know and understand what is happening, to enable them to navigate the systems effectively.
- **Monitoring and Evaluation** which will ensure that a systematic approach is taken to observe trends, track progress and consider the achievement of sustainable outcomes.

A helpline has been operational since October 17th and by end of 2022, we had responded to 48 enquiries. The services also began taking advocacy cases from the 17th of October and worked with 26 cases across Dublin and Waterford.

2. Expansion of existing services across Barnardos

ACHIEVED

Increase of 23% in service users largely due to expansion and delivery of the Roots of Empathy Programme and the Wellbeing Programme.

3. Development and implementation of our Children's Services Data System

ONGOING

During 2022, significant progress was made with the design of our new ERK System.

We experienced significant challenges in staffing our ERK team, in particular the ERK Manager and Data Analyst roles. Despite this, the project progressed as planned throughout the year.

We are working towards a 'go live' date of 9th March 2023.

4. Ongoing trauma-informed and professional development training to staff

ONGOING

There was a 27% increase in staff training numbers for 2022, with 1,882 participants attending 125 training sessions covering 22 topics during the year. Training continued to be provided online with 92% of training either a live webinar, eLearning or blended events.

5. Continuing to evaluate services to demonstrate our impact and effectiveness

ONGOING

We conducted a Service User Satisfaction Survey (SUSS) between July and September 2022. The 2022 Service User Satisfaction Study was established to examine child and parent satisfaction with Barnardos' practices and resources and to contribute to the development and implementation of high-quality, service user-centred, needs-led services in Barnardos. Three surveys were carried out with a total of 263 adults and children.

Additionally, three service evaluations commenced in 2022

- **National Wellbeing Programme**
COMPLETED
- **Barnardos trauma-informed approach for children and parents experiencing substance misuse – in Lorient (Tallaght) and Ballyogan (South Dublin) services**
SCHEDULED FOR COMPLETION 2023
- **Ballybeg Playground**
SCHEDULED FOR COMPLETION 2023

6. Financial Stability **ACHIEVED**

Barnardos' goal to achieve financial breakeven (a financial position that is at least slightly in surplus) as a key strategic goal over the course of the previous strategic plan, was achieved in 2022. Barnardos has achieved this goal 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 continuously awarded 'Triple-Lock' membership from Charities Institute Ireland, which demonstrates our commitment to best practices 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. Barnardos reserves are managed in accordance with the organisational reserves policy and the Board reviews the level of

reserves held periodically. The reserve had depleted over the course of the recession (in the wake of the 2007/08 financial crisis) with our priority 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 are utilised as soon as the funds are required for the activity they have been set aside for. Unrestricted reserves are required to fund the structure and financial capacity of Barnardos, to continue to deliver our services. Strategic reserves will be invested in the future activities of Barnardos in line with the new strategic plan for 2022 – 2027. There is a focus on the impact of services and investing and supporting our staff, through our upcoming People and Culture strategy, aligned with the organisational strategic plan.

Our strategic framework is based on the following five strategic priorities: **Impact, Invest, Inform, Innovate and Influence**. Each strategic priority has a number of objectives which are reported below.



Impact

By delivering services that transform the lives of children; targeting, extending, and maintaining the quality and reach of services.

Expand the range of trauma-informed services in response to National Policy, emerging needs and new opportunities **ONGOING**

Implement systems to evaluate our effectiveness and improve services as a result **ONGOING**

Quality assure our organisational processes, practices, services and compliance with national standards by delivering services that transform the lives of children; targeting, extending, and maintaining the quality and reach of services. **ONGOING**



Invest

In people to build future sustainability, attracting, and retaining quality people and supporting their wellbeing; diversifying our revenue base to secure financial sustainability

Invest in our staff and volunteers providing them with skills, knowledge, values, leadership and working environments that protect their wellbeing and enable them to do their best work **ONGOING**

Maintain and enhance sound organisational and professional governance systems that ensure safe and sustainable staffing levels and practices **ONGOING**

Continue to develop our organisational practices and culture to align with environmental and social governance: equality, diversity, inclusion and sustainability **ONGOING**

Sustain and build a diverse base of revenue streams to resource and extend all aspects of our work **ACHIEVED**





Innovate

Using technology, creativity, and evidence to innovate effective working practices and services that meet increasing needs and support staff.

Design a suite of new services in response to National Policy, emerging needs and new opportunities **ONGOING**

Develop and share learning from our Digital Services Framework both internally and externally **ACHIEVED**

Enhance the quality of our services through practice development including the provision of training and implementation support **ONGOING**



Inform

By creating, applying, and sharing knowledge through the analysis of our data, and the measurement and evaluation of our services to improve quality and effectiveness.

Conduct and disseminate our research and evaluation reports on the issues affecting children to build the evidence base for our work and policy positions **ONGOING**

Introduce standardised outcome measurement tools to demonstrate impact **ONGOING**

Build our capability to collect, store and analyse information from a range of internal and external sources in order to forecast future trends as well as inform policy and practice across our organisation **ONGOING**



Influence

By raising public awareness about our work and the needs of children; shaping policy and practice, and becoming a recognised leader in the trauma-informed approach.

Raise societal awareness of the issues affecting children and the need for legislative and policy change **ONGOING**

Increase the opportunities for vulnerable children and parents to participate with a purpose and extend their influence both within Barnardos and in wider society **ONGOING**

Increase our presence on a range of platforms to show the impact and value of our work **ACHIEVED**



Our People

The People and Culture Department provides guidance, advice and support to managers, employees and volunteers. This Department is responsible for the People Strategy, executive and talent acquisition, wellbeing, culture, engagement and aspects of learning and development.

At the end of 2022, we had 471 (2021: 458) employees of which 46% (2021: 45%) were full-time and 54% (2021: 55%) were part-time. Our average employee numbers for 2022 were 457 (2021: 434). 11% of our employees are male and 89% are female. There are 18 student placements across services. Community Employment (CE) Schemes supporting our work in Limerick and in our shops had a total of 103 participants in 2022 (2021: 41), a significant increase as Covid-19 restrictions were fully removed.

Securing and retaining staff was challenging in what has become an extremely competitive employment market. Arising out of our Employee Engagement Survey communicated in 2021, we listened to our people on the serious effects of the cost of living increases. Many employees had not had pay increases in several years since the cuts imposed during the austerity of public sector cuts. We delivered on our commitment to investing in our people including a pay increase.

We continue to strive to be an employer of choice with attractive terms and conditions. We have continued to offer attractive work-life balance and leave arrangements including

additional flexibility for our employees facing the challenges of balancing home and work life. We have also been able to create opportunities for more flexible and remote working where roles allow. Our absence rate in 2022 was 4.9% (2021: 3%) mainly due to the continuing impact and resurgence of Covid-19, after public health guidelines were removed combined with the winter flu season.

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

Health and wellbeing have been key to keeping employees safe and motivated with Breath, Body Mind (BBM) initiatives running throughout the year alongside our employee wellness programme.

The launch of Barnardos' new organisational strategy gave a greater opportunity to engage with our people in the organisation. A series of face-to-face briefings took place across the regions and it

was a wonderful opportunity to meet and engage on the both the Strategy and Values.



Training

Internal Training

There was a 27% increase in staff training numbers for 2022, with 1,882 participants (2021: 1,480) attending 125 training sessions covering 22 topics (2021: 23 topics) during the year.

There was a graduated (8%) return to in-presence training alongside continued online and blended training, adopting many learnings and technologies explored over the Covid-19 pandemic.

During 2022, Barnardos continued to provide training such as Child Protection for services staff, Designated Liaison Person for managers, and Health and Safety training. Two organisational-wide eLearning courses were introduced in 2022 – the Anti-Bullying Anti-Harassment policy training and in response to an assessed increased risk on the risk register, with greater access to systems from homes, an additional Cyber Security training.

Training Style	Participant Numbers
BLENDED	53
ELEARNING	1,046
IN-PERSON	82
LIVE WEBINAR	701

The first half of 2022 saw the reintroduction of practice development training:

- Partnership with Parents
- Supervision for Managers and staff

Alongside other training;

- Seasons for Growth training
- 21st Century Leadership
- Dealing with Difficult Calls

Some staff are eager to return to more in-person training for skills and practice-orientated training. In response, the 2023 schedule of events includes trials and assessments of more in-person training.

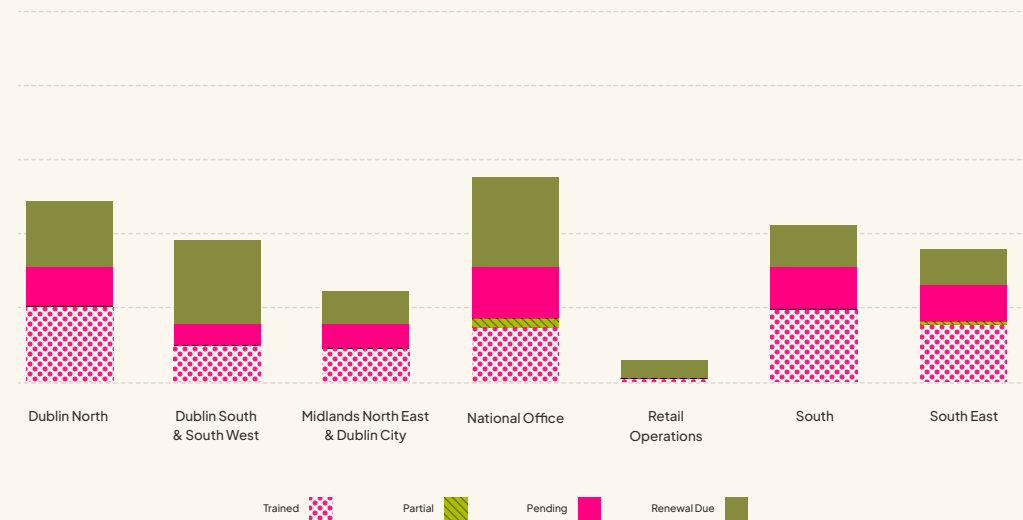
Other feedback states that staff are grateful for the self-learning and online options provided due to the minimisation of travel time and being less disruptive to their work.

A profile of training delivered on manual handling in 2022 is informative of the attention given to the training of staff.

Internal Training



Manual Handling Training



Our practice development training on Supervision and Understanding the Impact of Trauma also received positive feedback during the year.

External Training

Barnardos external training delivered 141 public and tailored training events during 2022 with 1,927 participants attending these events.

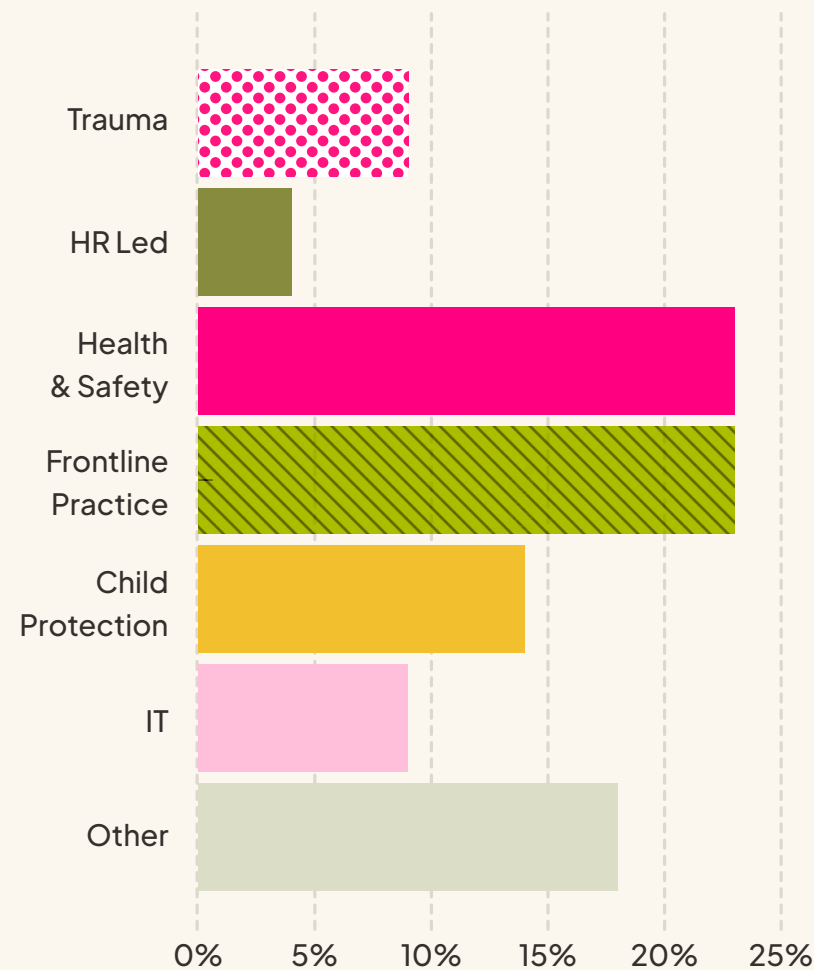
It was a very busy year with 52 public events taking place, a 33% increase from 2021. In total, 16 of the public events were Early Years Practice Development webinars aimed at those working in early learning and care with new topics including

- Understanding Young Children's Behaviour
- Sharing Developmental Concerns with Parents

We had 100 Children First Child Protection training events overall, the topic which continues to be at the centre of Barnardos external training programme. 33 of these were Designated Liaison Person for Child Protection training events, higher than any previous year, showing Barnardos' responsiveness to demand for this training topic.

Our practice development training on Supervision and Understanding the Impact of Trauma also received positive feedback during the year.

Training Topics



Volunteers

It has been a wonderful year for Barnardos volunteers who consistently support the organisation.

We are fortunate to have a dedicated and generous group of volunteers who commit their time and expertise to working in a variety of positions across the organisation, our shops, warehouse, services, offices, on our Wizards of Words and Roots of Empathy programmes, our Bereavement Helpline, as well as on our Board Committees and our Board.

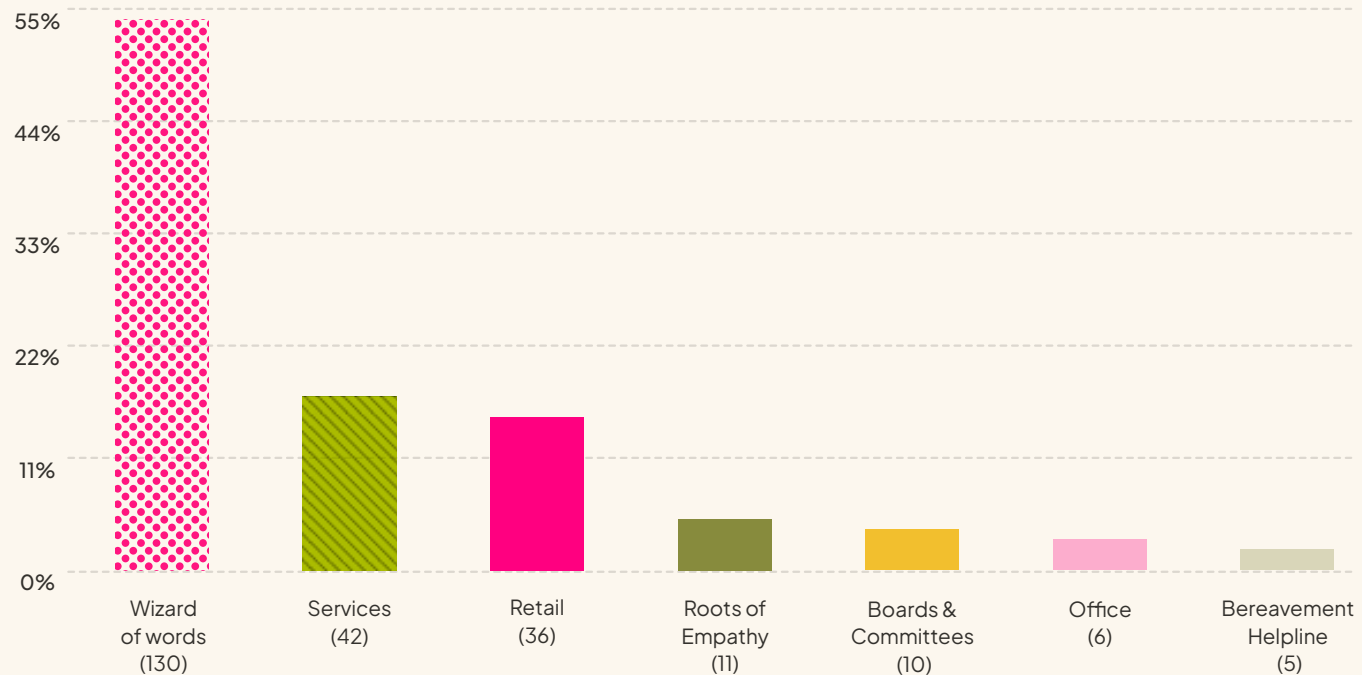
We are delighted that during 2022 it has been safe to return to work with the lifting of public health restrictions and we have welcomed 240 returning and new volunteers to the organisation. Our main focus throughout the year has been supporting volunteers' return to their roles, engagement, and recruiting new volunteers. We achieved two nominations in this year's Volunteer Ireland Award, recognising the work and impact of our volunteers. The Wizards of Words volunteer group has been nominated for 'volunteer group of the year' and Claire Murphy, our volunteer in Youghal Family Resource Initiative, has been nominated for individual 'volunteer of the year'.

We recruited a Volunteer Coordinator in 2022 and our main focus throughout the year has been engagement with the 240 volunteers in person and online. We have continued to showcase their work and activities in our quarterly newsletter.



Wizard of Words Volunteers from St Enda's NS Whitefriar Street. Pictured are Joan Byrne, Maeve O'Broin, Blathnaid O'Regan and Pauline Masterson

Volunteer Service Structure



Volunteers

Claire Murphy Volunteer Childcare Assistant Youghal Family Resource Initiative



"Having spent almost ten years at home caring for my children, one of whom has special needs, I decided I wanted to train professionally to work with children and families and be able to share and support families with some of the experiences I have had in my own life. In 2016, I undertook a BA in Social Studies at SETU.

My first-year student placement was with Shirley Smyth at Barnardos Mahon Family Support Project. Shirley's role as a project worker gave me insight into the family support work Barnardos offers children and families in the South of Cork City. What I didn't learn from Shirley in this year wasn't worth knowing!! She gave me the best footing to be able to improve lives for families focusing on the Barnardos strengths-based approach to enhancing the social and emotional wellbeing of the families she supported.

From this moment forward, I was purely focused on family support. When Shirley got the opportunity to coordinate and start up the Youghal Family Resource Initiative in 2021, I was the first on her doorstep to volunteer. I am still with her almost 2 years later. Without even premises initially, we worked together

to build a service. Now, two years on, the Initiative led by Shirley has a team of six and Youghal now has a successful afterschool programme, family hub, and drop-in centre for parents. My role is supporting the Youghal Family Resource Initiative family hub.

Here, we have a drop-in centre for parents where we can support them ourselves or signpost them to the relevant service they require. I have helped co-facilitate parenting programmes based on identified needs for parents. To date, we have collaborated with a variety of community support services in an effort to capture all parents in our community. I currently work with the Ukrainian accommodation centre in Youghal supporting children and families.

I am very excited about my new project for 2023, which will be my main focus for the next few months as this will involve setting up a Parent Peer Support Group for parents of children with additional needs which is very close to my own heart."

I am very excited about my new project for 2023, which will be my main focus for the next few months as this will involve setting up a Parent Peer Support Group for parents of children with additional needs which is very close to my own heart.

Julie Passi
Volunteer Instructor
Roots of Empathy Programme

"I love volunteering with the Roots of Empathy programme for Barnardos. It is so rewarding to spend time with the children learning all about our emotions and baby development. I remember one really special class where the students had prepared a song to sing to the volunteer family and it was so beautiful to hear it - it showed how much work they had put into preparing it. Such a lovely experience and it's for times like this I love being a volunteer with Barnardos."

Placements

We welcome third-level students in placements from courses that cover subjects such as early childhood care and education, social care, and community and youth work. In 2021, due to the impact of the Covid-19 pandemic, we could only facilitate 13 third-level students across Barnardos. We increased the number of placements to 18 across Barnardos services in 2022 and look forward to engaging more with students in future years.

Prior to Covid-19 **Barnardos offered work**

- **experience to Transition Year (TY) students** in our shops only as the work-in services are 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.

- Sustainability Goal 4: Quality Education
- Sustainability Goal 8: Decent Work and Economic Growth

Community Employment Schemes

- **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.

The Year Ahead

2023 will be an exciting year for our people as we develop and refine our People Strategy in line with the investment stream of the new Barnardos Strategy. The new Director of People and Culture role commenced in October 2022, from an interim role held by the Director of Finance, IT and Governance, with a new HR Manager commencing in early 2023. A new Committee of the Board will be established, combining and extending the remit of the current Nominations Committee and Remuneration Committee, to oversee the People Strategy development and people matters. The shared agenda will be to continue to invest in our staff and volunteers providing them with skills, knowledge, values, leadership and working environments that protect their wellbeing and enable them to do their best work.

Bereavement

It may take some time for a child to talk about death, but getting support and being listened to helps the healing.

Barnardos' Children's Bereavement Service is here to help by working with families to help them support their children through the grieving process. While we can't shield children from the reality of death and the pain of loss, we can help them to understand, to grieve, and to cope a little better.

The service is fluid and responsive to the needs of the child. It is not manualised or formulaic. Bereavement and grieving are unique to each family and to each person in that family, so it is up to the Project Worker to assess what approach might best help the child. Children have total autonomy in the therapy room. For example, some children choose never to speak about the person who died – that is fine, it's not necessary that they do.

The wonder of art and play as therapeutic tools is that they do the work they need to do anyway, but in a way that avoids the traumatic response to the loss becoming overwhelming.

At every stage, the focus of the work is systemic – that is, we recognise that children are part of important system structures (family, school, community) and that some or all of these systems will have been affected by death. We see our job as providing scaffolding to those systems in order to support them to find solidity again in their changed world.

[View bereavement video](#) ↗



The Bereavement Helpline team is a mixture of volunteers and staff. We made this change in 2021 due to the nature of the calls the Helpline now receives, which are primarily in the aftermath of sudden, unexpected or violent death. Pictured are: Colleen Brown (Project Coordinator), Nora Creamer (Helpline Volunteer), Iryna Matuzova (Ukrainian Bereavement PW), Rachael Kenny (Barnardos Volunteer Coordinator), Ben Walsh (Helpline Volunteer), Sally Castro Caiceo (Helpline Volunteer), Yvonne Homan Tully (Helpline Volunteer), Síle Dwan (Bereavement PW) Missing: Orla Jennings (Bereavement PW)

Barnardos Services

Dublin

- Christchurch Square
- Mulhuddart (FS, EYs)
- Mulhuddart WoW
- Corduff(FS)
- Finglas FS
- Finglas EY
- Finglas TPSP
- Finglas FRC
- Better Finglas (ABC)
- Tallaght, Millbrook EYs
- Tallaght, Bawnlea FS
- Tallaght, Lorien FS
- Tallaght, TPSP
- Tallaght Special Needs Service
- Tivoli FS and EY
- Loughlinstown (EYs)
- Roots of Empathy (Loughlinstown)
- Dun Laoghaire (FS, EYs)
- Ballyogan (FS)
- Rialto (FS)

- Bray (FS)
- Cherry Orchard (FS)
- Bereavement (Dublin)
- Post-Adoption Service
- Origins Tracing Service

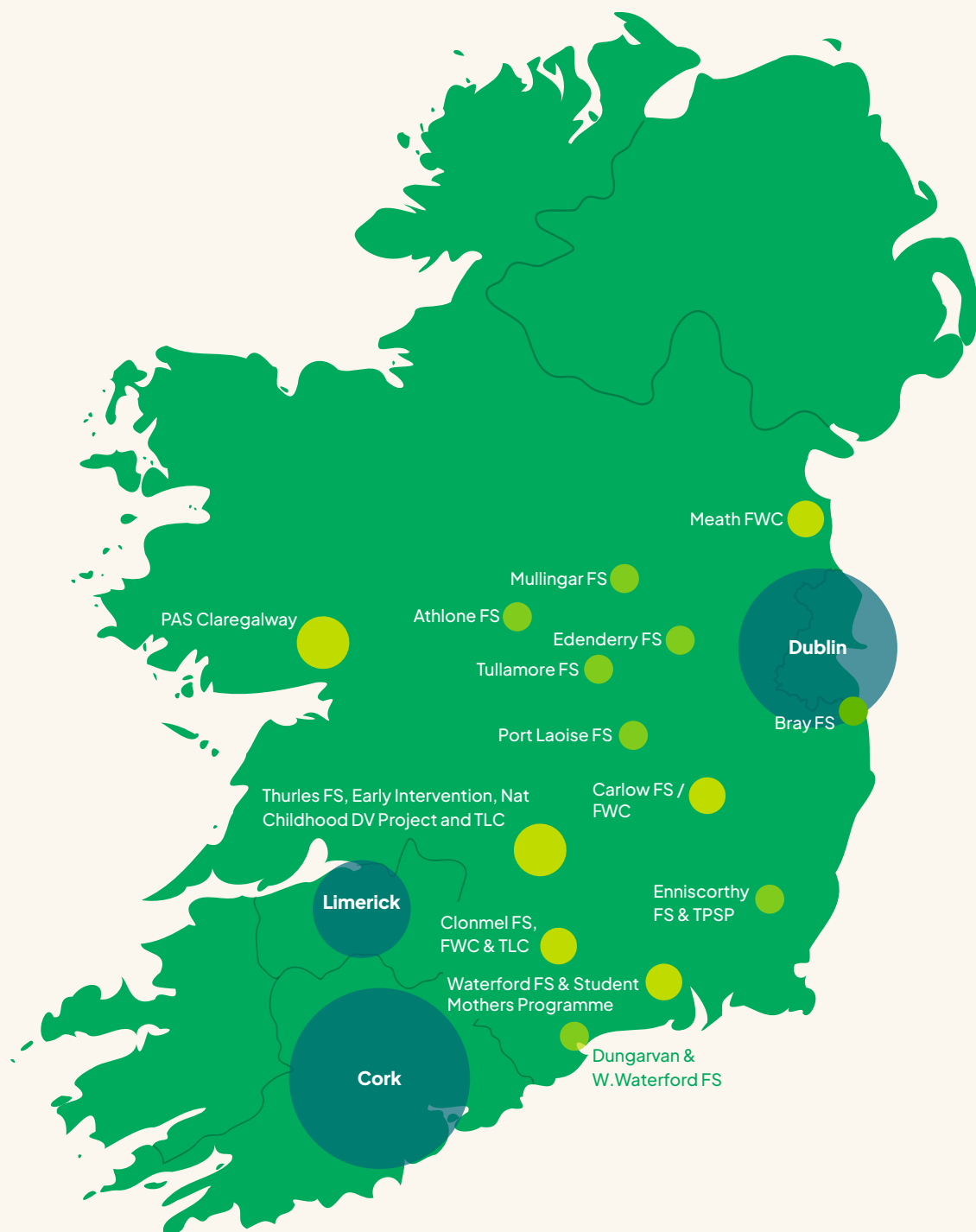
Limerick

- Limerick South FS (Southill) Limerick North (Moyross) Homemaker (Kings Island/Islandgate)

Cork

- Cork City South, Mahon (FS)
- Cork City North, Knocknaheeny (FS)
- Barnardos Brighter Futures Early Intervention (Knocknaheeny)
- Fermoy/Mitchelstown (FS)
- Youghal (FS)
- Bereavement (Mahon)
- Post-Adoption Service (Cork)

FS	Family Support	ABC	Area Based Childhood Programme
EY	Early Years	PAS	Post Adoption Service
WoW	Wizard of Words	FWC	Family Welfare Conference
TPSP	Teen Parent Support Programme	FRC	Family Resource Centre



Overview of Barnardos Services 2022

During 2022, a total of **20,838** children and parents benefitted from Barnardos' services.

4,708

Children

2,312

Advice

4,296

Parents and Adults

817

Guardian ad Litem

4,222

Roots of Empathy

2,618

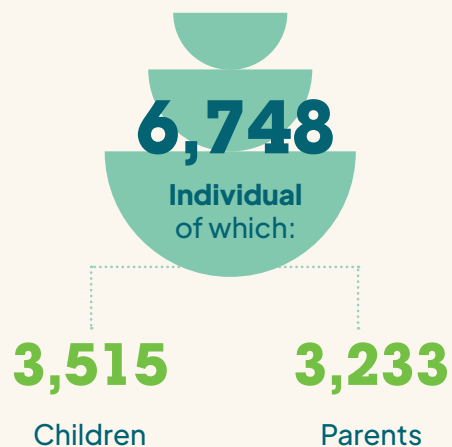
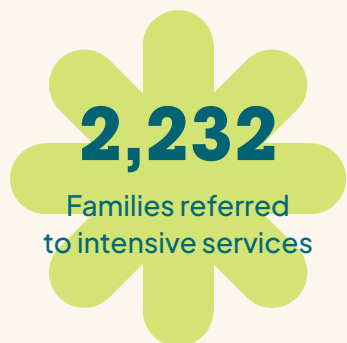
Wellbeing Participants

1,865

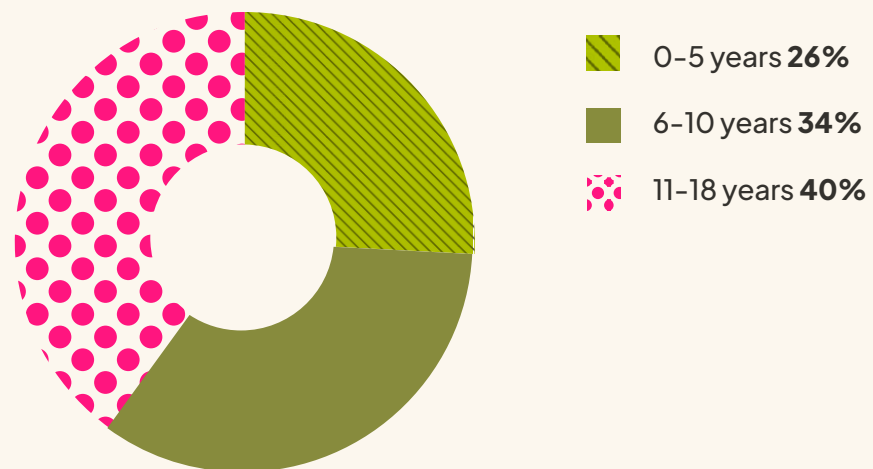
Groups



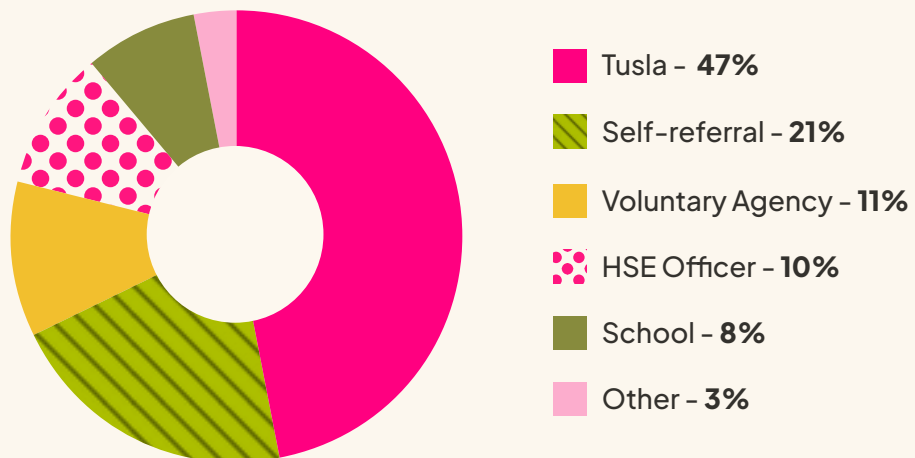
Referrals (targeted service)



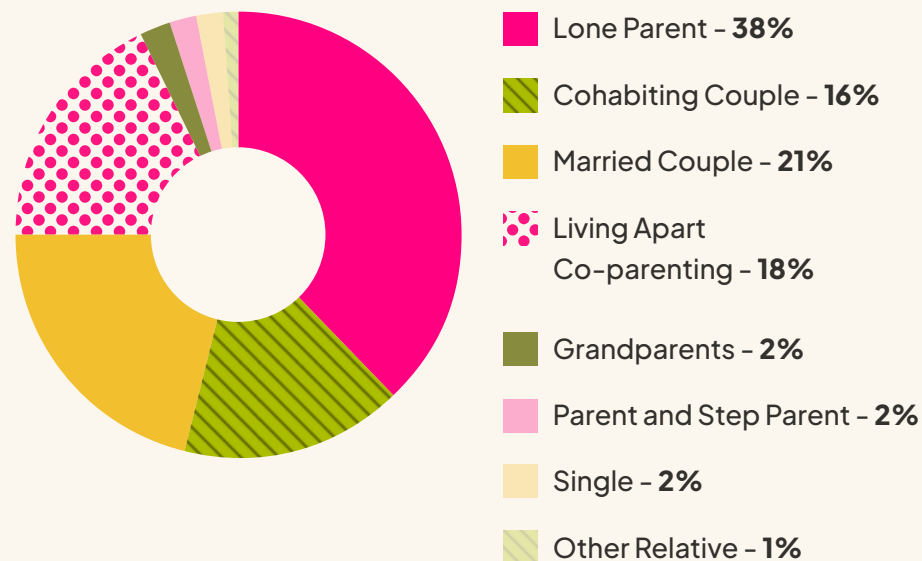
Age Range



Sources of Referral %



Family Type





Top 5 Individual Services

INDIVIDUAL WORK PARENTS	1,272
INDIVIDUAL WORK CHILD	794
INFORMATION / ADVICE/ CRISIS	776
CASE BASED ADVOCACY	776
EARLY YEARS AND EDUCATION	251



Needs of the Children %

BEHAVIOURAL AND SOCIAL WELLBEING NEEDS	92
INTERPERSONAL RELATIONSHIPS	80
HEALTH AND WELLBEING	77
LEARNING	49
LIVING ENVIRONMENT	42



Top 5 Group Services

WELLBEING	150
PARENTING GROUPS	53
TLC (DOMESTIC VIOLENCE CHILD / PARENT)	51
ACTIVITY GROUP	43
PARENT TODDLER	28



Outcomes %

BEHAVIOURAL AND SOCIAL WELLBEING	87
RELATIONSHIPS	73
HEALTH AND WELLBEING	67
IDENTITY	67
LEARNING OUTCOMES	45
LIVING ENVIRONMENT	36



Online Safety Workshops

CHILDREN	27,210
PARENTS	1,104

Plans for the Future

We remain committed to supporting children and parents dealing with the ongoing impact of the pandemic and the Cost of Living Crisis. Through our research and our frontline services, we are critically aware of the impact of these challenges and their effect 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 Key Priorities and Outcomes



Impact

Demonstrate a tangible and meaningful difference in the lives of vulnerable children.

FUTURE OUTCOME

Increased numbers of vulnerable children and families receive services that make a demonstrable, beneficial impact on their lives.



Inform

Apply evidence and knowledge in all aspects of our work.

FUTURE OUTCOME

Our qualitative and quantitative data has been translated into reliable knowledge and insights that inform all aspects of our work, our stakeholders and wider society.



Invest

Build future funding sustainability.

FUTURE OUTCOME

Barnardos is financially secure and made up of energetic, diverse and skilled individuals and teams who ensure the organisation is sustainable, safe and progressive.



Influence

Raise public awareness through relevant campaigns, by shaping policy and practice.

FUTURE OUTCOME

Barnardos is an authoritative voice on the issues that affect children and we are driving systemic change.

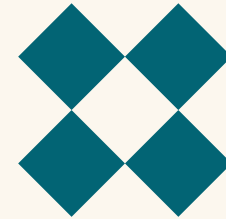


Innovate

Deepen our understanding of the needs of vulnerable children and families through our research and evaluation.

FUTURE OUTCOME

Barnardos has adapted to new challenges and opportunities, innovated new services and embedded best digital practices across all aspects of our organisation.





In addition, 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 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 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 continue to engage with the political system in order to ensure 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.



Structure, Governance & Management

Barnardos – the Republic of Ireland Company Limited by Guarantee (Barnardos) is an Irish company incorporated under the Companies Act 2014.

Structure

Barnardos is a company limited by guarantee, does not have a share capital and is governed by a Memorandum and Articles of Association, which were last amended at the Annual General Meeting on 1 July 2016. A proposed change to the Articles is currently with the Charities Regulator, to allow for a third term of three years, in line with Good Governance guidelines.

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 Barnardos are the surviving original founding members as noted in the deed of incorporation and those who were appointed since, as Trustees. The past Trustees maintain involvement in Barnardos as company members.

Members of the Board (Trustees) are elected by the members of Barnardos at the Annual General Meeting (AGM) 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 AGM. The CEO is not a Board member and attends board meetings in an ex-officio capacity.



Compliance

Regulatory

Statutory

Statutory Agencies

Revenue

Governance Hierarchy Structure

Members



Trustees



**Audit & Risk
Committee**

**Fundraising
& Finance
Committee**

**Nominations
Committee**

**Remuneration
Committee**

**Services
Committee**

CEO



Director
Childrens'
Services

Director of
Finance, IT &
Governance

Director of
Fundraising,
Marketing and
Communications

Director of People
& Culture



Assurance

External Auditors

Assessments

Risk Framework

Internal Audit

Quality Assurance

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

The Board met six times in 2022 (six times in 2021), with an attendance of 78% (2021: 82%). An additional short-notice one-topic meeting was held in 2022 to ratify a Pobal grant and in 2021, an additional strategy meeting was convened. The attendance of members is noted below. Members of the Board are available to consult with and have met on a number of occasions during the year, either individually or in groups, in addition to the scheduled Board meetings. These meetings are to consider particular issues Barnardos wished to address with subject matter expertise and advice from Trustees. The full Board has been fully informed of any discussions and Board decisions were sought where relevant.

Due to Covid-19 practices, the AGM, the Board and Committee meetings were predominantly virtual. Towards the year's end, two of the board meetings were hybrid, as the Board adopted learnings and new ways of operating, drawing on recent experience. Opportunities have been taken to enable board members who joined during Covid-19, to meet other board members and staff outside the virtual meetings, to overcome the dynamic of the virtual world. Barnardos is very appreciative of how the Board and Committees responded to the ongoing changing requirements over the year and continually supported and guided the charity through the evolving and uncertain environment. Barnardos continued to provide services throughout these uncertainties to the vulnerable families and children we work with. Many individual board members contributed additionally with their time, providing expertise and advice to the CEO and Senior Management Team.





Prof Louise Crowley ↗

4/6 Board Meeting Attendance
4.5 Years of Board Service
Remuneration, Nominations

Professor Louise Crowley is a family law expert at the School of Law, University College Cork (UCC) where she is the Director of the Masters in Children's Rights and Family Law. Louise is the author of the leading Irish text Family Law (Roundhall Thomson). Her research focuses on the regulation of family formations and intimate relationships in a modern and diverse Ireland. Louise is a national voice on intimate partner violence having published widely on the adequacy of legal and educational responses to the challenges of gender-based violence. Louise was a member of the Government appointed expert group that developed the National Framework to end Sexual Harassment and Violence at Third Level.



Martin Dobey ↗

6/6 Board Meeting Attendance
4.5 Years of Board Service
*Remuneration (Chair),
 Nominations (Chair)*

Martin Dobey is a Chartered Accountant and was CFO until he retired from KPMG in 2017. After completing his training with KPMG he has worked at senior management and board level in a wide range of industries including Printing and Publishing, Transport, IT, and Professional Services. He was Finance Director of the Sunday Tribune and moved as Finance Director for Securicor in Ireland and European Finance Director based in Germany. On his return from Germany he joined Dell in Bray where he headed up the finance team for the UK Ireland Direct Sales and Marketing business. He joined Vision Consulting as CFO and then returned to KPMG as Head of Finance in 2006.



Maria Kelly ▶

5/6 Board Meeting Attendance
4.5 Years of Board Service
Remuneration, Nominations

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.



Irene Gunning ▶

4/6 Board Meeting Attendance
3.5 Years of Board Service
Audit & Risk, Services

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.



Ivan Fox ▶

4/6 Board Meeting Attendance
4.5 Years of Board Service
Fundraising & Finance (Chair)

Ivan Fox has over 30 years of experience in financial markets. He is an active private investor focused on financial services. Ivan co-led the buy-out of Merrion Capital Group. The business was later successfully sold to Cantor Fitzgerald. He continues to serve on the boards of a number of regulated entities within the Cantor group. In the past 7 years, he has co-founded and successfully exited two fintech businesses. Ivan is Chairman of the Finance Committee. Ivan holds an MBA and BA from UCD and a CDipAF from the ACCA. He also holds a Diploma in Company Direction and is a Certified Investment Fund Director.



Gary Joyce ▶

4/6 Board Meeting Attendance
2 Years of Board Service

Gary is Managing Partner and co-founder of Genesis, a business advisory firm.

She has extensive non-executive director experience including as Deputy Chair of the inaugural board of Tusla, the Child and Family Agency, where she served for four and a half years. She has chaired several industry and political taskforces on behalf of government and state agencies.

Gary is a Fellow of the Institute of Management Consultants and Advisors and the Marketing Institute of Ireland, is an accredited executive and leadership coach and has completed the Chartered Director programme (Institute of Directors).



Sue Lamon-Diver

5/6 Board Meeting Attendance
3 Years of Board Service
Fundraising & Finance

Sue has worked in the communications industry since 1987. She is currently the Group Director of Employee Experience for Smurfit Kappa and brings a wealth of knowledge in marketing and communications to the Board.



Ken Kennedy

5/6 Board Meeting Attendance
2 Years of Board Service
Audit & Risk

Ken is the 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.



Trevor Spratt

4/6 Board Meeting Attendance
4.5 Years of Board Service
Services (Chair)

Trevor Spratt is Professor in Childhood Research at Trinity College Dublin. Having worked for some years as a social worker with families and children, this experience has both informed and fuelled his research career, which included positions at the University of Ulster and Queen's University Belfast, before taking up his present role at Trinity College Dublin. Trevor's research is largely concerned with examining interventions by state and voluntary agencies in the lives of children and their families, including measuring the impact of services designed to improve family outcomes.



Denis Lucey

(appointed December 2022)

0 Board Meeting Attendance
0 Years of Board Service

Denis Lucey has over 36 years of experience in the technology sector, including 26 years of global executive leadership across professional and customer services, engineering, and supply chain. Denis is a professional Executive Coach, inspiring people to reach their full potential. He believes a culture of personal development with continuous process improvement creates great outcomes for team members, customers and the business. Through people, skills and technology, Denis strives to create a positive social impact within the communities where we work and live.

During his career with Dell Technologies, Denis served as a Vice President of Global Services and also as the Dublin Executive Site Leader.



Paul O'Faherty

5/6 Board Meeting Attendance
3.5 Years of Board Service
Audit & Risk (Chair)

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.

In accordance with the constitution of Barnardos, two Board members with six years' involvement at the Board level resigned during the year. Barnardos is very grateful for the considerable time, expertise and generous support given by Gary McGann who has given unstintingly, providing insights and engaging with his contacts on behalf of Barnardos. Similarly, Jane Forman's sharing of her substantial knowledge of the sector and funding has been of considerable benefit to Barnardos.

Gary McGann

(retired by rotation July 2022)

2/2 Board Meeting Attendance
6.5 Years of Board Service
Remuneration

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.

Jane Forman

(retired by rotation July 2022)

2/2 Board Meeting Attendance
6 Years of Board Service
Remuneration

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.

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

Barnardos Board Committees

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

Audit and Risk Committee

Name	Meeting Attendance in 2022	Length of Service
Paul O'Faherty (Chair/Director)	7/7	4 Years
Ciaran Fitzpatrick	6/7	2 Years
Jennifer Gargan	6/7	6 Years
Jan Gritzmann	6/7	3.5 Years
Irene Gunning	4/7	2 Years
Ken Kennedy (Director) (appointed to Committee June 2022)	3/3	0.5 Year
Michael Shelley	3/7	6 Years

The primary 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 also has oversight of the external statutory audit process and they review the findings of internal audits carried out by Barnardos employees and by other external auditors (on behalf of funders).

The annual report is reviewed with the Fundraising & Finance Committee prior to Board approval, ensuring the information is a reasonable reflection of Barnardos activities during the year and validating the accounting policies and disclosures.

This Committee consists of two Board members and at least two other members, one with Children's Services experience and another with financial experience. The Committee meets at least four times a year in advance of Board meetings. The CEO is in attendance along with the Director of Finance, IT and Governance and any other required members of the Senior Management Team. The external auditors report on the findings of the audit. A preliminary meeting to discuss the audit approach is also held with the auditors and the Committee and/or the Audit and Risk, and Finance Chairs as schedules permit.

In 2022, the Committee met seven times (2021: 6), attended by 78% of the members (2021: 84%). The items reviewed and approved by the Audit and Risk Committee included a new risk appetite statement, the risk register, the programme of internal audits, and internal and external audit reports. An agreed schedule

is used to ensure risks are reviewed on a rotating basis and key governance codes and governance reviews were performed on a cyclical basis.

The Committee considered the ongoing steps taken by the Charity to continue operations as an essential service throughout and subsequent to the Covid-19 pandemic and how staff and service users would be protected while maintaining the service. The Audit and Risk Committee's enduring interest, in improving risk awareness and preparedness, is built on the creation of the risk appetite statement to assess the Risk Register with this lens. This has resulted in an ongoing evaluation of key risks. Deep dives on identified critical risks were held by the Committee, focusing on People and Cyber risks in 2022.

Updates on a range of policies such as Conflict of Interest, Purchasing and Payments, Staff Expenses, Grievance and Disciplinary Policy were completed. Governance items renewed in 2022 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 during the year on IT-related

projects, an additional meeting was scheduled in May, to consider significant work underway or proposed. The Committee works closely with an IT Steering Group that assesses IT-related projects, prior to consideration by the Audit and Risk Committee. The Committee continued to receive updates on the progress of the Fundraising system implementation, of which the first phase was successfully implemented, albeit behind schedule. The Committee were also consulted on the supplier selection and ongoing implementation process to replace the Electronic Record Keeping (ERK) system. Other system changes within the purview of the Audit and Risk Committee, included the upgrading of the Guardian ad Litem system and the approval of an upgrade of a component of the website following some difficulties with the website at the end of 2021.

Fundraising and Finance Committee

Name	Meeting Attendance in 2022	Length of Committee Service
Ivan Fox (Chair/Director)	5/5	8.5 Years
Helen Kelly	4/5	2.5 Years
John Kelly	4/5	3.5 Years
Sue Lamon-Diver (appointed to Committee December 2022)	0/0	0 Year
Adrian Moynihan	4/5	2 Years
Maeve Power	4/5	3.5 Years

The role of the Fundraising and Finance Committee is to oversee the financial management (which includes investments) of Barnardos on an ongoing basis. This Committee consists of one Board member, who is the Chair/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 the Director of Finance, IT and Governance, and any required members of the Senior Management Team. Towards the end of the year, as a result of a board effectiveness

assessment, the Finance Committee has taken on closer scrutiny of fundraising activities. The first meeting of the newly constituted Fundraising and Finance Committee was held in November 2022 and the updated terms of reference were adopted by Barnardos Board.

In 2022, the items considered and approved by the Committee included Purchasing and Payments, Staff Expenses, Cash Handling, and 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 stalled with the additional workload due to Covid-19 and will be reconsidered in 2023. The Audit and Risk Committee in their role as noted, provided input on relevant finance policies. During the year, the Fundraising and Finance Committee continued to place a lot of emphasis on economic uncertainty and monitored the impact on fundraising and the finances of Barnardos. The 2023 budget was proposed to and approved by the Board. The Committee held five meetings in 2022 (2021: 5), with an attendance of 84% (2021: 82%).

Nominations Committee

Name	Meeting Attendance in 2022	Length of Committee Service
Martin Dobey (Chair/Director)	2/2	1.5 Years
Prof Louisa Crowley (Director)	2/2	3 Years
Maria Kelly (Director)	2/2	4.5 Years

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

During 2022, the Committee met twice (2021: 3). There was a 100% attendance in 2022 (2021: 100%).

Having completed the second and final term of three years, thanks were expressed to those retiring Board members, Gary McGann and Jane

Foreman, for their fulsome contributions and advice over the previous six years.

The Committee is aware of and is 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. The expected retirements upon completion of a second three-year term are:

- 2023; zero members
- 2024; five members
- 2025; three members
- 2026; zero members

With these retirements in mind, Denis Lucey, has been recommended by the Committee and appointed at the December 2022 board meeting. Denis attended his first meeting as

a Barnardos Board member in early 2023. The Board welcomes him to the Board and looks forward to the contributions Denis will make to the continued development of Barnardos.

The Nominations Committee will continue to 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 after 2024, when five members are due to retire, with the expectation of a short period of fluctuating board members within the Constitution of Barnardos. The aim is to minimise a sudden departure of a number of board members in 2024, leaving the board with fewer numbers at that point.

Consideration of requirements of appointments to the Board will be made in the context of the comprehensive external review of the board, completed in 2022. The report was presented to the board in Quarter one of 2022 and the Board are acting on the recommendations made. Barnardos is currently completing a skills matrix of board members

to help determine the skills and experience requirements of future board members.

The length of time for any Board member is two terms of three years each. Barnardos is awaiting approval from the Charity Regulator for a proposed change to Barnardos constitution to allow a third, three-year term. This change is within the Charity Regulator Governance guidelines.

Remuneration Committee

Name	Meeting Attendance in 2022	Length of Committee Service
Martin Dobey (Chair/Director)	1/1	1.5 Years
Jane Forman (Director) (retired from Committee July 2022)	0/0	2 Years
Maria Kelly (Director)	1/1	3.5 Years
Kate Malone	1/1	3.5 Years
Gary McGann (Director) (retired from Committee July 2022)	0/0	5 Years

The role of the Remuneration Committee is to consider and approve the remuneration of the CEO and members of the Senior Management Team. The Committee sets the pay policy for all staff and agrees on 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. The CEO is in attendance along with the Director of Finance, IT and Governance, and any required members of the Senior Management Team.

During 2022, the Remuneration Committee met once (2021: 2), with a 100% attendance (2021: 78%). The expiry of the Barnardos four-year pay arrangement in 2022 was discussed. This had been implemented, due to the very difficult financial circumstances for Barnardos, including continued non-restoration of funding by the State, due to the 2010 Financial Emergency Measures in the Public Interest (FEMPI). The Committee expressed continued disappointment, despite engagement on the matter, at the continued lack of recognition for staff and the financial impact on Barnardos.

The Committee reviewed the extremely valuable work of all staff to ensure the continued operations of Barnardos. Services were delivered reliably and continuously through the pandemic, throughout the unwinding of public health guidelines. Barnardos provided additional support to HSE and Tusla staff, experiencing operational difficulties as a result of the cyber attack on the HSE.

Barnardos staff are committed and focussed on the many vulnerable children and families who were and are in considerable need. After completing a review process of terms and conditions in 2022, a pay increase was recommended from 1 December 2022. The awarding by Tusla in 2022, of additional recurring funding, enabled some of the increase in pay. The increase was approved by the Board with deep gratitude expressed to all staff. In line with the Living Wage approach, Barnardos reviewed all pay scales and ensured no point on any pay scale was below the Living Wage.

The Committee expressed an interest in engaging in a longer-term Employee Value Proposition to inform future pay policy, terms and conditions for staff, building on the completed review process.

The review of Barnardos' Board effectiveness has resulted in the Board making the decision to amalgamate the Nominations Committee and the Remuneration Committee into a People and Culture Committee. The terms of reference will be drawn up for approval in early 2023. It is expected the remit of the Committee will be extended beyond the current terms of the Nominations Committee and the Remuneration Committee to broader issues including diversity, equality and inclusion. A People and Culture strategy will be drawn up reflecting the new Barnardos strategy 2022-2027 with an aim to invest in people. This strategy will be evaluated by the Committee prior to recommendation to the Board.

Services Committee

Name	Meeting Attendance in 2022	Length of Committee Service
Trevor Spratt (Chair/Director)	5/5	4.5 Years
Jane Forman (Director) (retired from Committee July 2022)	2/3	6.5 Years
Irene Gunning (Director)	4/5	4.5 Years
Stephanie Holt (retired from Committee July 2022)	3/3	6.5 Years
Sarah Morton	4/5	3.5 Years
Lorraine Swords (appointed to Committee July 2022)	2/2	0.5 Year
Sadhbh Whelan	4/5	3.5 Years

The role of the Services Committee is to keep under review the management of services in Barnardos. This Committee consists of one Board member and at least two other members, 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 2022, the Services Committee met five times (2021: 5) with an 86% attendance rate (2021: 70%).

Throughout 2022, the Committee explored a number of key practice issues arising within services including the key development of the new Electronic Record Keeping (ERK) System. Issues of quality and impact were also explored in regard to a quality assurance audit on participation, the Cultural Landscape project results from the Service User Feedback Survey, and the findings from the evaluation of The Barnardos National Wellbeing Service.

The Committee also approved the revision of a number of policies as outlined below:

- CS004 Supervision
- CS006 Domestic violence and abuse
- CS007 Drugs and alcohol
- CS010 Allegations
- CS 013 Record keeping
- EY001 Authorisation to collect
- EY003 Photo and internet
- EY004 Outdoor play
- EY005 Transition policy
- EY006 Missing child policy
- EY007 Fire safety
- EY008 Outings
- EY009 Healthy eating
- EY010 Safe sleep
- EY011 Staff absences
- HS002 Medication policy

Board and 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 has identified would be valuable.

Appointment to the Board of Barnardos, and to its relevant Committees, is managed by the Nominations Committee which 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 current and future plans of Barnardos. The current review of the Board skills mix and length of service of board members will inform the recruitment process.

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 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, 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 and 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, and 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, and 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 that of the wider charitable sector.

New directors meet with the Chief Executive, the other members of the Senior Management Team and other staff, to gain an understanding of Barnardos' operations. All new directors are encouraged to visit one or more of our projects, to gain a better understanding of the services we provide. These visits were 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. Suggestions on the induction process 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. In 2022 external training was provided for the entire Board on Board governance and procedures by external consultants. Additional training is being offered to Board and Committee members in early 2023 from an established provider; the Carmichael Centre.

- Sustainability Goal 5: Gender Equality

Conflicts of Interest

Barnardos has a Conflicts of Interest policy which was updated and approved by the Board in 2022. The next review will be in 2025. 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, are 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.

All directors and senior managers are required to complete an annual declaration of interest form. No conflicts of interest were deemed in 2022 (2021: none). There is no deemed conflict of interest where a serving director

is a former employee of KPMG, who are Barnardos external statutory auditors. Similarly, for Committee members, employees of AIB and Zurich who provide financial services to Barnardos, are not considered conflicted. None of these committee members engage with Barnardos in their professional duties.

Related Party Transactions such as professional or other services provided to Barnardos for a fee are disclosed in the accounts. In recent years related party transactions with Board members have been donations to the Charity by those Board members.

Protected Disclosures

Barnardos has a protected disclosures policy in place to promote the disclosure of information relating to wrongdoing in the workplace. A measure of the importance placed by the Board on this policy is that the policy is now reviewed by the Audit and Risk Committee Board every year, previously every three years. A review was completed in 2022. 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 practices. No disclosures were made during the year (2021: 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.

Staff and Volunteers

Barnardos is an equal opportunities employer and welcomes staff of all backgrounds. Our commitment to ensuring equal opportunities has been enhanced in the Barnardos Strategy 2022-2027 and will be underpinned by the new People and Culture Strategy being developed in 2023 to support the 2022-2027 strategy.

- **Our Gender Pay** was reported in the Summer of 2022, well in advance of the December deadline which demonstrates our continued commitment to transparency and equality. Barnardos is pleased the Gender Pay gap report has shown a consistently low mean differential since Barnardos started recording these figures. Barnardos Board, Committees and Senior Management Team show an almost even gender split, 51% female and 49% male. In common with the sector as a whole, the Senior Management Team has an 80% to 20% ratio of female to male.

Barnardos' average gender pay gap is -6.8%, which indicates that in 2022, the women in the organisation are paid 6.8% more than men, somewhat lower than the previous year (2021: -11%). Of the women employed, 45% (2021: 39%) are employed for 4.5 days or more, while

81% (2021: 63%) of males are employed for 4.5 days or more. A higher proportion (90%) of the employees are women (2021: 90%), and this trend in favour of females continues, with 78% (2021: 92%) of all new recruits being female. In 2021, more women were recruited, to start filling the new Community Wellbeing roles, these posts were filled in 2022. There was a significant increase in activity in the Community Wellbeing programme as the new posts were filled. The mean hourly pay gap is -23% (2021: -12%) with a median hourly pay gap of -2.78%

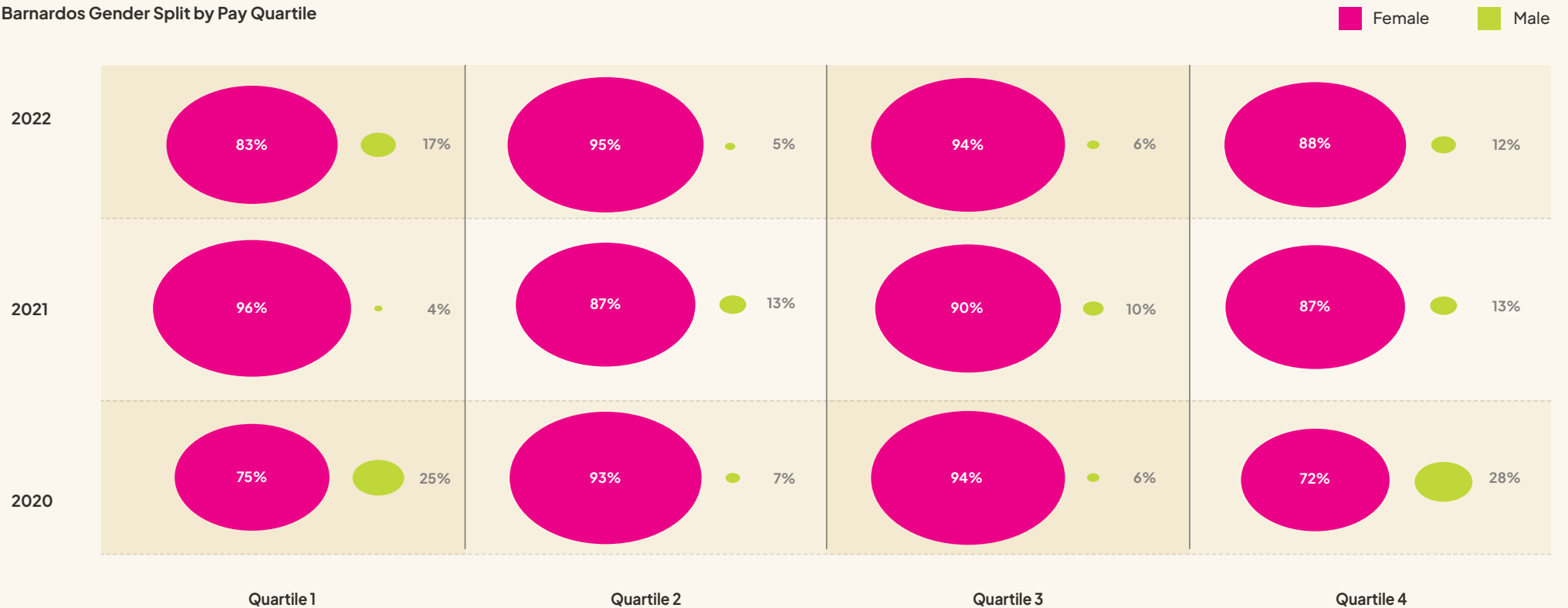
(2021: -0.01%), shows the gender pay gap is consistently minimal year on year, with a small change in the median, once averaging is removed. The insignificant median pay gap demonstrates the underlying pay equality.

Women continue to be represented much higher proportionally across all pay quartiles, in slightly higher percentages across quartiles two and three, compared to the overall number of women employed (90%) in Barnardos.

The quartile analysis below shows a decreasing proportion of women in quartile one and an increase in quartile two. This is a relative movement of men from quartile two to quartile one. The impact of pay increases awarded during the year, had less of an impact on a particular cohort of predominantly male staff, as they had a pay increase in 2021 which moved them into quartile two in that year.

The pay increase for all staff in 2022, resulted in a greater actual increase for the other staff in comparison to those males, manifesting this change. The movement of quartile three compared to the previous year, is due to the small number of males in this quartile, a reduction of four males in this quartile, resulting in a drop in males.

Barnardos Gender Split by Pay Quartile



A large proportion of the female employees 55% (2021: 39%) are employed four days or less a week, reflecting the flexibility availed of by many, while 19% (2021: 37%) of males are employed for four days or less.

The mean pay gap for those in this cohort is 3%, with a median pay gap of -1.6%, akin to the low median gap for all staff, similarly in favour of women. The insignificant median pay gap also demonstrates the underlying pay equality for part-time staff.

One staff member (female) pays Benefit in Kind for access to a car, considered essential to carry out the work required by that person. The person is not the CEO, nor a member of the Senior Management Team.

Recognising the benefits that unique backgrounds and experiences offer, and acknowledging the importance of inclusivity will help Barnardos in our attempts to deliver the best possible outcomes for the diverse families we support and the society we operate in.

Barnardos have accelerated efforts in promoting a more inclusive workplace and have identified key components that will form the basis of that mission. An initiative on dyslexia-friendly content was developed and will be promoted in early 2023. An information section on our internal portal will enable staff and volunteers to access information, advice and resources on topics of diversity and inclusion with the ultimate goal of providing enough psychological safety that empowers people to bring their authentic selves to work.

The process started in 2021 to update all policies in a gender-neutral tone continues, with most policies now updated, a process expected to continue and be complete in 2023.

Board Gender Split



Senior Team: Female 4, Male 1

Grand total: Female 20 (51%), Male 19 (49%)

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 based on gender**, as all are paid in accordance with those pay scales. There are a number of pay scales in 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, a review in 2022 ensured no pay point is below the Living Wage, no staff were paid below the Living Wage in 2022.

A performance-related pay element is included in the contracts of a team of twelve staff, (8% Female, 92% Male). The same narrow objectives are set for each team member with no discretion, once achieved the Manager approves payment. This team are not part of the Senior Management Team, nor do they operate at any level of management.

The Barnardos four-year pay arrangement due to financial difficulties including funding cuts due to the imposition of the Financial

Emergency Measures in the Public Interest (FEMPI) has concluded. In recognition of the considerable work to maintain our services throughout the pandemic, Barnardos implemented the Board-approved recommendation from the Remuneration Committee, for a pay increase for all staff from 1 January 2022. Prior to this increase, staff had received no pay increase since FEMPI. Staff eligible for increments received those increments. The Board approved an additional recommendation from the Remuneration Committee, after a comprehensive review of pay and terms in 2022, of a further increase, effective from 1st December 2022.

Barnardos experienced recruitment challenges in 2022, as pay rates continue to lag behind similar roles in the public sector. Media commentary in early 2023, by unions in the sector, demonstrate the widespread nature of this concern and the impact on the provision of services. Barnardos will continue to engage with our staff and further enhance and articulate our Employee Value Proposition in 2023, as part of the strategic plan for 2022-2027.



Risk Management

Barnardos' mission is to transform the lives of vulnerable children because childhood lasts a lifetime. 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 in Barnardos' values and is aligned with our Strategic Plan.

Our top risks, from a services perspective;

- are negative outcomes for children and their families
- poor quality of our interventions
- general damage to the Barnardos reputation

We have 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 supports, staff training initiatives, 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.



Barnardos Risk Appetite Levels

Innovation and flexibility



Developing new services



Service delivery with outcomes for children and families



Staff recruitment and retention



Development and maintenance of ICT



Regulatory compliance



Staff wellbeing and safety



Financial stability and reserves



Reputation



Fraud



High

Open

Cautious

Low

No appetite

Understanding Risk Appetite graphic

Barnardos accepts that our work has risks, risks we work assiduously to mitigate. Our mission “To transform the lives of vulnerable children....” means some of Barnardos’ work carries inherent risk. We recognise that delivery of some of our services, to vulnerable children and families carries these inherent risks. We strongly mitigate these risks, and carry these risks to deliver our mission. At the other end of the graphic Barnardos has a low risk appetite for financial stability, we have a range of policies and procedures to prevent and manage this risk and have no tolerance for example, to theft of Barnardos resources.

Risks are recorded and reviewed at least annually by senior and other management. 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.

Risk Register

The risk register is updated and subsequently evaluated by the Audit and Risk Committee, reporting to the Board. The process 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. A graph of the change in residual risk from 2021 to 2022 for the primary risk areas is shown here.

A result of the ongoing renewal of risk management in Barnardos is working on realigning the risk register in line with the Risk Appetite Statement. This work will continue throughout 2023.

The Audit and Risk Committee conducted a deeper assessment of the mitigating actions to address the primary risk of "Protection of Children and Young People". The Committee gained considerable insights and comfort into the quality, culture and procedures within Barnardos, delivering services in a risk-informed manner, in this higher-risk

environment. The impact of the HSE cyber attack was considered by the Audit and Risk Committee in the context of another Primary Risk. There was no direct impact on Barnardos of the cyber attack. Barnardos staff worked with Tusla colleagues to provide resources as required when the Tusla systems were compromised by the cyber attack.

The Committee in the context of the economic environment and recruitment challenges held a deeper discussion on the People risk in the Staff Recruitment and Retention risk category.

Risk Register

Primary Risk Area

Protection of Children and Young People



Residual Risk 2021

Maintaining Service Quality



Residual Risk 2022

Funding Uncertainty



Information Management



Staff Recruitment, Retention and Premises



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 significant issue of concern has been raised from the internal and external audit processes.

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. Close attention is paid to these procedures by the Committee. No reports of inappropriate use of resources or governance issues were reported under these procedures during the year or the previous year.

Development of Risk Framework

The Audit and Risk Committee has been actively engaged in further development to enhance the risk management process since 2021 and continued 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. The risk assessments and mitigating actions were very successful with a very limited impact on the provision of our Services, beyond those imposed by public health restrictions. The resurgence of Covid-19, once public health restrictions were lifted, did have a minor impact on service delivery.

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. Some of those policies reviewed are noted in the work of the Committees.

Attendance and compliance with mandated training are similarly reviewed. A new system to deliver and record online training was successfully piloted, with cyber security training, in 2022. There was a response rate of 65% with positive feedback from those who used the system. The lower-than-required response rate will be addressed with follow-up procedures in 2023 and the use of the system extended to other training. 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.

Barnardos recognises the need to continually develop the management of risk and will continue through the Audit and Risk Committee and Board engagement, to enhance our understanding and mitigation of our risks to maintain our service delivery. Work on the risk framework will continue into 2023, looking at the objectives, responsibilities and risk management cycle. Barnardos recognises the management of risk as a key governance function with significant strategic and operational benefits for the organisation and will continue to devote significant time to risk management in 2023.

Primary Risk Areas

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

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

Complaints

A complaints register is maintained by each of the relevant public-facing parts of the Charity and 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 are 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.

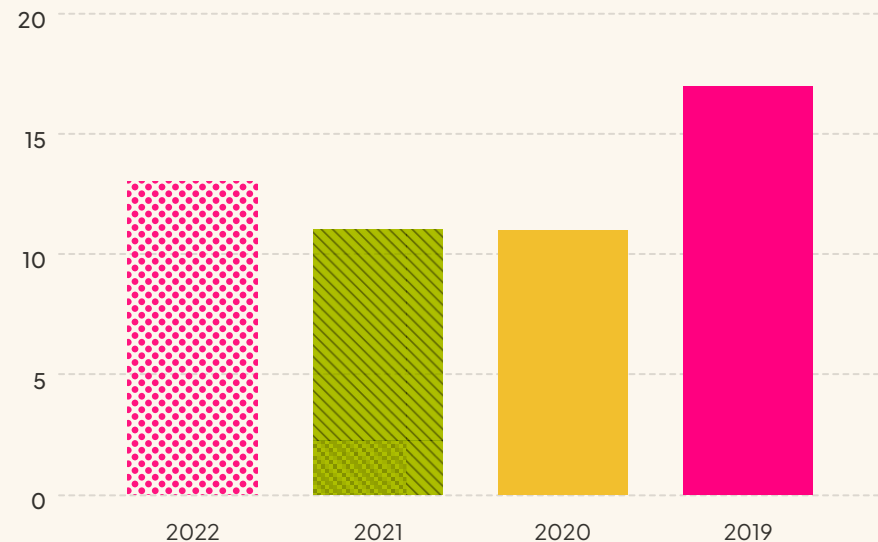


Best Practice in Transparency and Accountability

In 2022 there were 13 complaints (2021: 12). There are fewer Children Services complaints than the previous year and more fundraising related complaints. All of these complaints have been resolved. The increase in fundraising complaints is a result of increased in-person fundraising activities after Covid-19 restrictions were lifted, and have been addressed. One Guardian ad Litem complaint remained unresolved, as the complainant had moved and left no other contact details.

Function	Number of complaints received	Resolved	Number of complaints under investigation at end of year
Children's Services	3	3	0
Fundraising	9	9	0
Guardian ad Litem	1	0	0
Total - 2022	13	12	0

Number of Complaints Received



General Data Protection

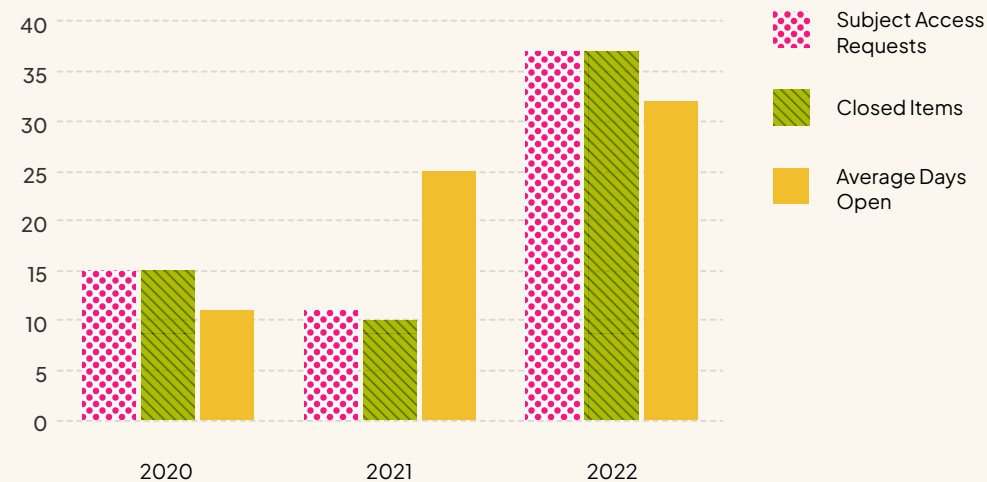
Barnardos complies with Data Protection Regulations. The Audit and Risk Committee reviews the Subject Access Requests and Data Breaches during the year. There were 37 Subject Access Requests made in 2022 (2021: 11). 29 of these relate to employee subject access requests during the year. Aside from the employee subject access requests, the number of remaining subject access requests (8), continues the downward trend over recent years. One request remains open from 2021 awaiting an as-yet unheard request to lift an in-camera rule.

The increased number of days open is due to the number of staff subject access requests received within a short period of time. Some of these requests were open for a short time beyond the 30 days. The information had been gathered, but the employee had not been notified within 30 days.

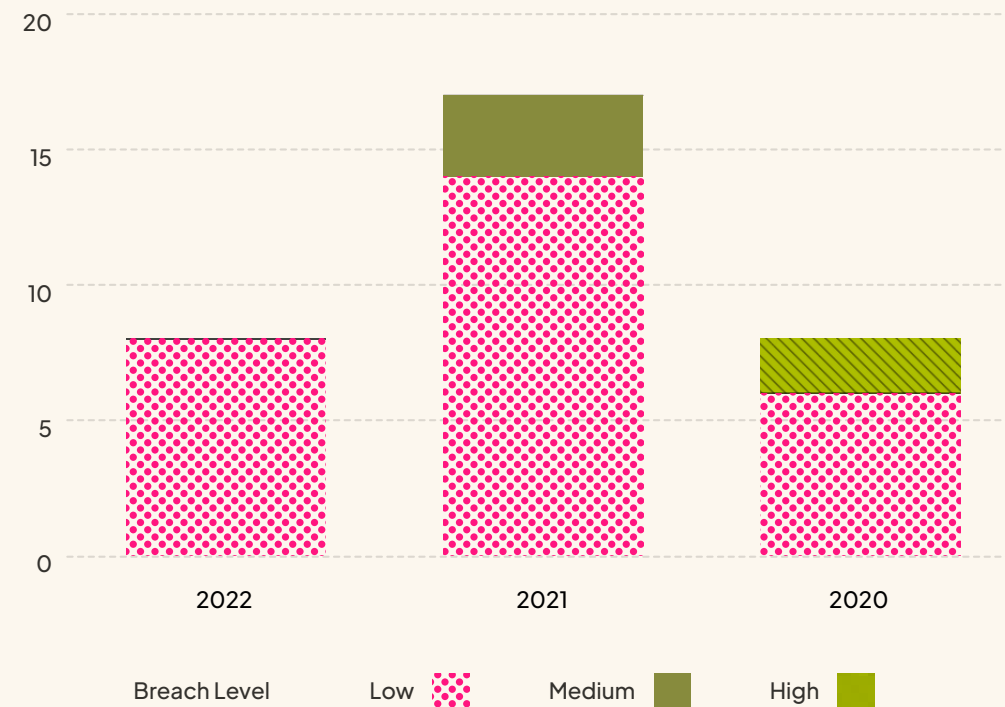
In 2022, there were eight Data Breaches (2021:17) logged, and one (2021: 5) was reported to the Data Protection Commissioner (DPC). All breaches were of a low level. One incident was reported to the DPC as a breach of Barnardos' information by an external party, it was not clear the third party intended to report the matter within the required time. There was a significant decrease in incidents in one service, which recorded 11 incidents in 2021 and three in 2022. This service became a focus for additional training, resulting in a 73% reduction of incidents logged in 2022 due to greater awareness and understanding.

An external assessment of Data Protection in Barnardos completed in 2021 is the template for a structured approach, to further develop Barnardos data protection and meet the expectations of our stakeholders. There were a number of issues identified in the report, primarily a focus on updating the associated processes and documentation. Reporting of, understanding of data protection, and dealing with Subject Access Requests and Data Breaches in Barnardos were recognised as well-developed. The recruitment of a Data Protection Executive in 2022 has resulted in prompt responses to incidents and staff around data protection, greater knowledge of data protection within Barnardos and the development of a structured work plan to further improve Barnardos data protection systems and procedures.

Subject Access Requests



Data Breaches



The Board ensures that the activities of Barnardos are consistent with its charitable objectives and aims. There are clear and formal distinctions between the roles of the Board of Directors and the Senior Management Team, to which day-to-day management is delegated.

Decision Making

Matters such as policy, strategic planning, and budgets are drafted by the Senior Management Team for consideration and approval by the Board, which then monitors 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 at the year-end comprised:

- Chief Executive Officer
- Director of Children's Services
- Director of Finance, IT and Governance (responsibility for HR to 19th October 2022)
- Director of Fundraising, Marketing and Communications
- Director of People and Culture (appointed 19th October 2022)

Board Evaluation

In the 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, as in previous years, 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. The first board meeting of 2023 will be held in one of the project locations.

The external 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 was completed in early 2022. The review's remit was to assess the Board's effectiveness and provide suggestions to improve processes and governance. The 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
- Presentation of results to the Board

A plan of action based on the review suggestions and Board deliberations are informing changes made to the board activities in 2022 and the future development of the Board. It is planned to have regular external Board reviews interspersed with more frequent internal Board reviews.

The key observations made in respect of the external board review, are that there is a very good engagement of the Board and a respectful relationship with the Senior Management Team. Additional structure to the agendas and Board work plan for the year would lead to an increased strategic focus.

The Board initiated a number of changes in 2022, creating a more structured work plan to ensure a more strategic focus, allocating appropriate board time for the strategic direction of service provisions and risk for example.

A comprehensive review of the Committee structures and their Terms of Reference has been carried out. The Fundraising and Finance Committee has been created from the original Finance Committee. Work is ongoing on the Terms of Reference for a new People and Culture Committee, with a remit broader than the Nominations and the Remunerations Committees, which will both be subsumed into the People and Culture Committee. The expanded remit of the People and Culture Committee will consider topics including, diversity and inclusion at all levels in Barnardos, in line with our new strategy and succession planning. The Terms of Reference will be considered at the first Board meeting of 2023 and the Committee will commence work.

Barnardos has submitted a constitutional change to the Charities Regulator to allow for additional time, over the current six-year term restriction for Trustees. This is in line with Good Governance recommendations. The Chair has initiated the practice of annual one-to-one reviews with Board members.

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 are trained in line with the guidelines. Controls are in place to ensure fundraising practices are in line with the guidelines. [The Guidelines](#) are reviewed annually by the Audit and Risk Committee.
- The Governance Code for the Community and Voluntary Sector has already been adopted and is in place in Barnardos ahead of the requirement by the Charity Regulator, who 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
 - 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 and Risk committee. More on Charities Governance Code [here](#).
- Barnardos prepares the annual report and financial statements in full compliance with the Charities Statement of Reporting Practice (SORP) under FRS102 each year and makes them available to the public on our website. The 2022 annual report and financial statements follow the shortlisted and award-winning 2018, 2019 and 2021 accounts. The 2021 report received awards at both the Published Accounts Awards and the Good Governance Awards. The 2019 report was awarded two awards at the Published Accounts Awards, by the Leinster Society of Chartered Accountants and an award in 2018. The 2019 and 2020 reports were shortlisted in the Large Charity category of the Good Governance Awards. Continued validation of the high standards Barnardos strives to achieve in all areas.

[View previous Barnardos 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:

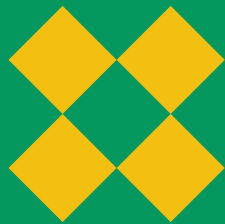
- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty and Loyalty
- Leadership

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, a review was completed in 2022 by the Audit and Risk Committee. The next review is planned for 2025. View the Barnardos Board Code of Conduct [here](#).



Financial Review



The financial outcome for 2022 is set out in the Statement of Financial Activities.

Overall income was up €1.2 million compared to 2021

In 2022, Barnardos' total income was €28.8 million (2021: €27.6 million) and expenditure €28.4 million (2021: €25.4 million), resulting in a surplus for the year of €0.4 million. Overall income was up €1.2 million compared to 2021. The expenditure year on year increased by 12% or €3 million. This increase reflects the additional post-Covid-19 Services and the full resumption and growth of Specialist Services during 2022. As Barnardos returned to the full range and scale of service activities after the lifting of public health restrictions, there were new economic uncertainties brought on by the war in Ukraine. The invasion compounded the inflationary impact of a return of worldwide economic activity with supply-side constraints, post Covid-19. In particular, the significant inflationary impact of energy price increases and subsequently on products and services, as well as a rise in food prices as a result of shortages, sanctions and other inflationary pressures. The families and children Barnardos work with have been among those most affected by these cost of living increases.

Barnardos has worked to keep the cost of living impact on families and children to the forefront of public awareness and in particular for those in public office. We note the introduction of free school books in this context, a long held initiative by Barnardos.

Barnardos staff, with no pay increases in over ten years since pay cuts were introduced, as a result of FEMPI, have also been impacted by the cost of living increases. In recognition, the Board has introduced staggered increases to our staff over the course of 2022. Towards the end of 2022, as contracts with energy suppliers concluded, Barnardos began to see considerable increases in energy costs. Other price increases have become apparent and we will work hard to contain these costs as much as possible, while continuing our services to the families and children who are now facing these additional pressures.

Income

Total income of €28.8 million is 4% higher than the prior year's income, with an overall increase in income for charitable activities offset by a fall in fundraising income.

Donations and Legacies

Income from donations and legacies comprises donations from individual donors, corporate donors, trusts and foundations. In 2022, we received €9.9 million from this income stream. This represents a decrease of 2% from the previous year (2021), which was an 8% decrease from 2020. During the Covid-19 pandemic, there were very generous donations made, and the reduction rate since this time now appears to be slowing down. This level of income has been essential to enable us to continue to deliver our essential services and to meet the needs of those on waiting lists for Barnardos services. Historically, our services have been under-resourced by the State due to previous cuts in statutory funding. Funding for those services has not been restored and as a result, donation income is vital to the provision of our services.

There was a decrease in the income provided through Partnerships, National Campaigns and Community Events of €0.9 million as digital fundraising activity reduced, and some funds for campaigns in 2022 were not received before the year end.

A fall in legacy income of 68% is not unusual, as this income source fluctuates considerably from year to year. All other income lines increased, some substantially, such as Philanthropy €0.3 million (17%) and Other Fees and Grants €0.4 million (129%) but were not enough to compensate for the drop in Partnerships, National Campaigns and Community Events income. The large percentage increase in Other Fees and Grants is not expected to recur as it is primarily made up of a once-off backlog of Revenue rebates on donations.

Charitable Activities

In 2022, Barnardos received a total of €17.4 million in grants for charitable activities, a 6% increase from 2021. There was an increase in Tusla's income of €0.7 million during the year, helping to fund some of the new services in 2022. Tusla, the Child and Family Agency, was the single largest funder during the year – providing €10.7 million, almost 62% of total statutory grant income or 37% of total income. The next largest state funder was €1.3 million in Pobal funding, which decreased (by 5%) from the previous year as Covid-19 additional income was withdrawn in 2022. Income from the Health Service Executive (HSE) increased by 10% to €1 million, as activity increased with a number of projects and revenue increased

in tandem. Income for Charitable Activities from these and similar sources is restricted when given for specific services.

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 is progressing. Once operational, the Executive Office will take responsibility for all GAL services resulting in a closedown of the Barnardos GAL service. All affected staff are aware and provision has been made for those staff.

Other Trading Activities

Retail income increased significantly by 62% as a result of the reopening of the shops and a more sustainably conscious consumer purchasing items in the shops, ranging from designer wedding dresses to Aldi middle aisle goods. Overall there was a 42% increase in funds from Other Trading Activities to €1.4 million. The increase in contributions from the shops was reduced by a fall in income from Memberships, Publications and Training.

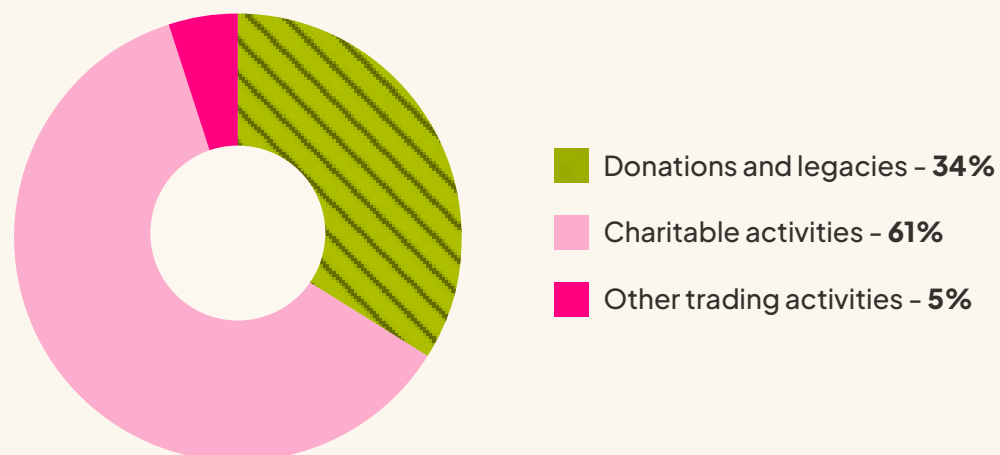
Barnardos welcomes the opportunity to re-engage with the public through these activities and those on the related Community Employment Schemes.

Expenditure

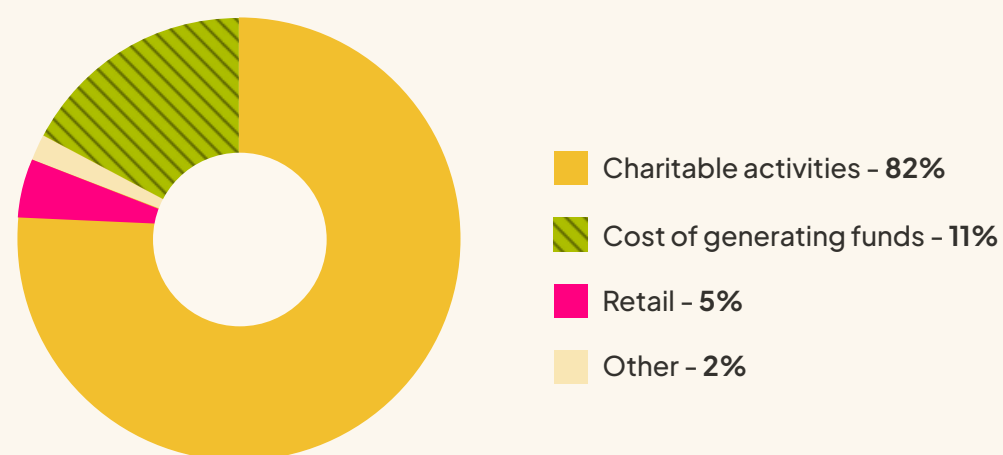
Total expenditure at €28.4 million (2021: €25.4 million) is consistent with increased activity since 2021. There was a rise in expenditure of almost €2 million on charitable activities and €0.6 million on raising funds as fundraising activities moved away from digital. Overall, there was a 11% increase or €2.8 million of additional spend in comparison to the previous year.

The breakdown in expenditure during the year is outlined in the following chart.

Income 2022



Expenditure 2022



Raising Funds

Expenditure on raising funds totalled €4.7 million during 2022 (2021: €4.1 million). The main increase was for Committed and Cash Giving campaigns, diverting expenditure from digital fundraising activity, which peaked over the pandemic. 2022 was marked by the return of the Direct Recruitment Fundraising team to full normal operations, which brought with it associated costs. A strategic investment in a Legacy Giving Campaign and a marketing campaign around our 60th Anniversary celebrations also contributed to the increase in expenditure. The €0.2 million increase in expenditure in Retail is a direct consequence of the reopening of all shops for the full year in 2022, compared to reduced operation in 2021, due to public health restrictions.

Charitable Activities

Expenditure on charitable activities during the year, as shown in the chart below, totalled €23.2 million (2021: €21.3 million), an almost €2 million or 9% increase from the previous year. This percentage increase in expenditure is almost double the percentage (5%) increase in 2021, as actions taken in 2021 delivered increased services in 2022. The increased activities are noted in the services section of the annual report.

All services increased activity in 2022 over 2021. There was a 30% increase in spending on Specialist Services in 2022. There was a full provision of these services in 2022, some of which had been reduced due to public health restrictions the previous year.

Additionally, there was a considerable investment in growth in Specialist Services. The Post Adoption Service, in particular, is expanding substantially with a new Adult Service. Barnardos successfully tendered for the Advocacy and Information Service for Parents of Children in Care programme, which is being piloted for a five-year term. Barnardos has also undertaken additional Initial Assessment services on behalf of Tusla. Activity in The Barnardos National Wellbeing Service increased substantially, having commenced in 2021. Considerable additional information on these and other services are provided in the Directors' Report.

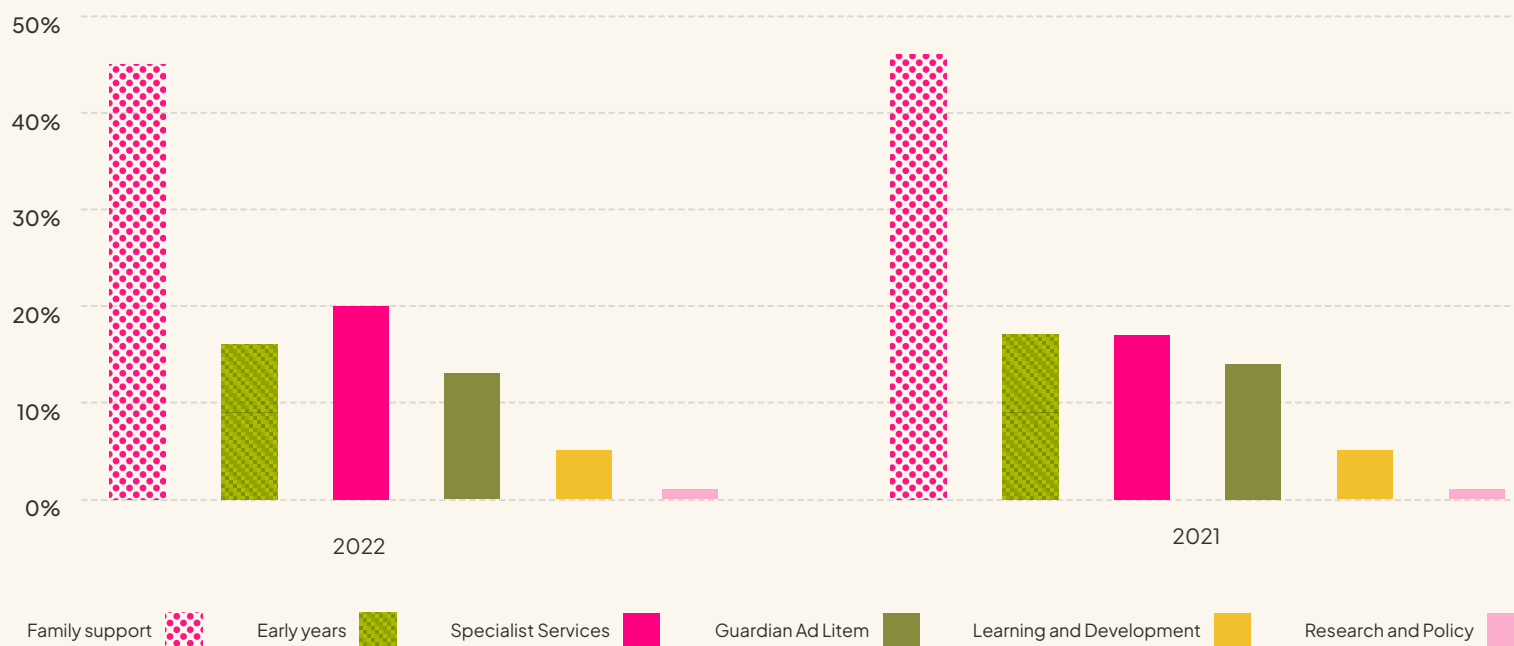
Early Years and Family Support Services were essential services that continued to provide support throughout Covid-19 by our dedicated and committed staff. Family Support increased activity cost by an additional €0.4 million in 2022, which is working to address the increased needs of the families and children we work with, as evidenced by the concerning waiting lists across some of our services. We expect the pressures of the cost of living and energy inflation will continue to create more demand for our services in 2023.

Our Learning and Development work partially resumed during 2021 with a 24% increase in costs, this rose again in 2022 by 17% as we moved to deliver a full year's activity once again.

Our training programmes demonstrate the importance we place on continuous learning and adapting our services to best suit the needs of the people we support. This is a consistent outcome of our new and previous strategy. The Board of Barnardos is immensely proud of our staff's unstinting energy and dedication to continually deliver our services in support of those 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 61% per cent of our total investment in services.

Charitable Activities Expenditure



Support Costs

The total costs of raising funds and charitable activities include attributable support costs. These support costs include the key services of finance, governance, people and culture (formerly human resources) and, information and communications technology. These services are crucial in providing core organisational support for delivering our services. The services also ensure Barnardos continues delivering good governance practices and organisational procedures.

Our total support costs for the year amounted to €1.9 million, an increase of €0.1 million over the previous year (2021: €1.8 million). This is consistent with the 2020 expenditure of €1.9 million. [Note 3 \(c\)](#) to the financial statements shows a fall in IT costs of €0.05 million, as spending reduced after the higher IT spend required during Covid-19 as Barnardos pivoted our services. The additional spending on governance and people and culture of €0.09 million and €0.08 million respectively, is due to an increased focus on these areas. In particular, data protection within governance, in recognition of risks highlighted in the risk assessment process. Other governance costs

include costs associated with the decision by Barnardos to wind up the Defined Benefit Pension Scheme as described in [Note 13](#) to the accounts. Additional spending in people and culture shows the initial investment in this element of the new strategy

Our work continues to be recognised for the high standard of reporting in the Annual Reports. Barnardos have been consistently

shortlisted for a number of years in the Published Accounts Awards (PAA) and the Good Governance Awards, winning four awards in three years, including a PAA and Good Governance Award for the 2021 annual report.



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 2022 this return continued a trending decrease since 2020, which was exceptionally high due to the lower cost of each euro raised in 2020 when there was a much higher digital fundraising presence. There was a significantly increased physical presence in 2022 as the direct fundraising team resumed operations. Income generated by the direct fundraising team has more long-term value to Barnardos as it is recurring income. A strategic investment in a Legacy Giving campaign and a once-off marketing campaign to recognise our 60th Anniversary also contributed to an increase in costs.

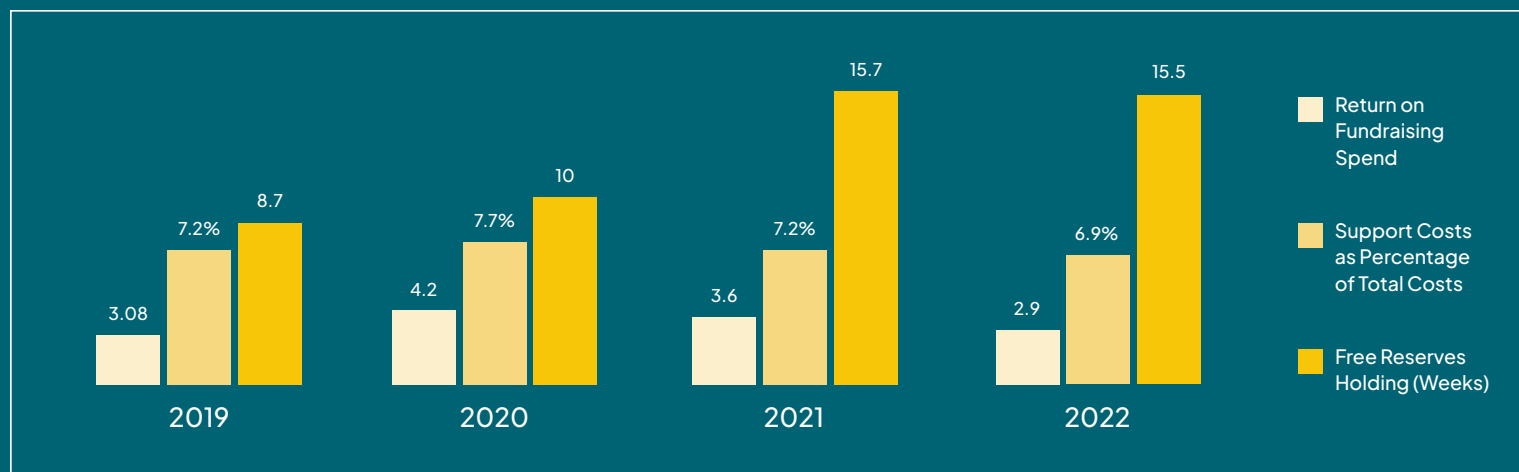


Support Costs as a percentage of Total Costs illustrate how much essential non-core activities and functions absorb total expenditure. This percentage continued to decrease in 2022 to 6.9%. Once the additional IT spend in 2020 is excluded, the percentage remained at the underlying 7.2%. The percentage decrease in support costs reflects the greater growth of investment in Services (9%), an additional €1.9 million while maintaining a slightly lower increase in Support, year on year, of 8% (€0.1 million).



Free reserves (unrestricted funds less the carrying value of tangible assets and associated capital restrictions), are a measure in weeks of how much resources Barnardos has available to draw down in order to continue its work in the event of an economic downturn. The Programme Continuity reserves policy is up to 16 weeks of Barnardos' budgeted operating costs for the coming year. At the end of 2022, the free reserve holding decreased slightly to 15.5 from 15.7 weeks.

Overall, the Board 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 to the children and families we work with across the country. In particular, Barnardos is very appreciative of the generous donations helping us maintain our services previously through Covid-19 and through 2022, during a time of considerable inflation and economic uncertainty.



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 the approved percentage holdings, of those deposits with any one financial institution. The limits were reviewed and amended in preparation for 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 Fundraising & Finance Committee (previously 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 Fundraising and Finance Committee.

Barnardos recognises the current monetary environment with current interest rates and large though moderating 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 Fundraising and Finance Committee has completed considerable work on a new investment policy which has been contributed to, by the Audit and Risk Committee and reviewed by the Board, with the aim of considering how best to safeguard Barnardos assets. The Board has mandated the Fundraising and Finance Committee to continue work on the policy and revert in due course. Work on this policy has yet to be completed as other priorities arose during 2022. The policy remains on the agenda to be addressed by the Committees.

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 cognisant of the need to meet the Institutes for Occupational Retirement Provisions (IORP) II standards and have ensured all requirements to meet those standards were met in 2022. 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 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 have 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 and continues, to remind all staff of the benefits of a pension scheme and steps were taken to make joining more accessible.

As of 31 December 2022, there were 237 active members (2021: 222) and 162 members deferred (2021: 147), with a total of 399 members (2021: 369).

Barnardos in discussion with the Sole Trustee has commenced the process to move the defined contribution scheme to a Master Trust with Irish Life, in recognition of the changing standards and additional costs that will be incurred due to IORP II. No additional costs will be incurred as a result and greater choices will be available to the scheme members.

Defined Benefit Pension Scheme

Barnardos operates a defined benefit pension scheme, which has been closed to new members since 1999. As set out in [Note 13](#) to the financial statements, there was a surplus in the Scheme of €0.3 million (2021: €0.4 million) at the end of the year. As agreed with the Scheme Trustees, and in line with the funding proposal that was submitted to and approved by the

Pensions Board in 2019, Barnardos contributed 27 per cent of pensionable salaries (which includes an employee contribution of six per cent) plus a fixed monthly contribution of €0.01 million (2020: €0.01 million) to the scheme during the year. Barnardos, with the agreement of the Sole Trustee, noted the strong funding position of the scheme and made the last fixed monthly contribution to the scheme in June 2022. The Pension Authority was notified.

The legacy de-risking of the scheme by an annuity buy out in 2020 reduced the number of pensioners in the scheme by 44, and a further five in 2021 resulting in a considerably reduced defined benefit scheme. As of 31 December 2022, there were three active members (2021: 3), four deferred members (2021: 9), and no pensioners in the scheme (2021: 1).

Towards the end of 2022 recognising the continued strong funding level, significantly reduced number of members on the scheme and the anticipated cost of IORP II, Barnardos notified the Sole Trustee of the intention to cease all contributions to the scheme. The Sole Trustee has confirmed the intention of Barnardos to wind up the Scheme. Work commenced on the wind up in early 2023.

Reserves / Funds for Future Investment

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. Reserves are funds available to invest in the delivery of future services for Barnardos. 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 €16.3 million at year-end (2021: €15.8 million) 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 2022 were €0.5 million (2021: €0.9 million).

Unrestricted Funds

Unrestricted funds at 31 December 2022 was €15.6 million (2021: €14.7 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 in Barnardos services.
- The net amount that the Board has agreed to be set aside to ensure that it can protect Barnardos' ongoing programme of work.

Monitoring of Reserves

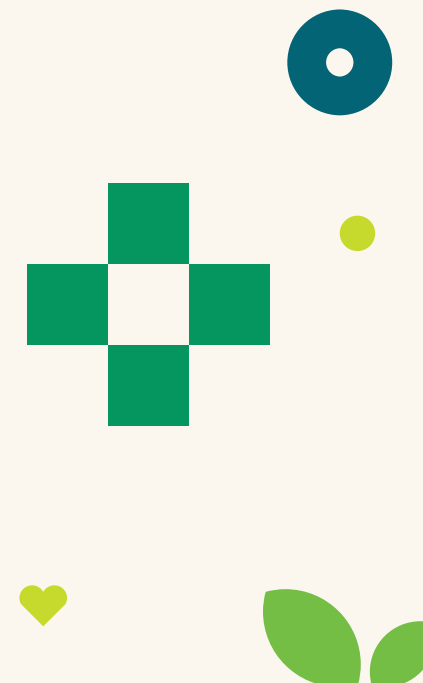
The level and adequacy of reserves are reviewed at least annually by the Fundraising and Finance, and Audit and Risk Committees. This review is brought to the Board for approval, as part of the Annual Report approval process.

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 as programme continuity reserves 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. Barnardos has prepared scenario planning for the lifetime of the new strategy including anticipated fluctuations of reserves. This has been reviewed by the Fundraising and Finance Committee and approved by the Board as parameters in which to operate and to continue to monitor movements. As noted in the KPI section, the programme continuity reserve holding is 15.5 weeks. Fundraising activity had a positive effect on the cash flow and position of reserves for Barnardos in 2022. In tandem with the approval of the new strategic plan 2022–2027, Barnardos has identified initiatives for the use of the strategic initiative reserves over the course of the new strategic plan.

These initiatives are guided by the five priorities of the strategic plan identified in Section 6:

- Impact
- Invest
- Innovate
- Inform
- Influence



Financial Outlook

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

As outlined in the Strategy, Achievements and Performance section, a new Strategic Plan was adopted for the period 2022–2027. A key element of the plan is the judicious investment in the future of the organisation, to ensure Barnardos has sufficient resources and capacity to deliver the new strategic plan in a phased manner. The Board has considered a financial overview of planned activity over the lifetime of the strategy.

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. Barnardos expects there will be a continued financial impact in the current inflationary environment, which is moderating and will act to minimise this impact on the finances of the organisation.

The structure of statutory funding set out in [Note 2 \(b\)](#) is an important part of Barnardos' future plans. Over 50% of budgeted income for 2023 from state funders, is already committed by the end of 2022.

We recognise there remains a significant risk to our statutory and publicly fundraised income which we will continue to monitor closely in 2023 and respond to with appropriate actions.

Going Concern

Based on the results for the year, the year-end financial position and the projections for the next 12 months, the Board of Directors believe that Barnardos has adequate resources to continue in operational existence for the foreseeable future. Additional costs due to the inflationary environment are not expected to have an adverse impact on the accounts with prudent financial management, recently agreed Service Level Agreements with funders and robust reserves. For these reasons, the Board continues to adopt the “Going Concern” basis in preparing the financial statements.



Further Information

Barnardos staff working with children and families are re-vetted in line with best practices.

Vetting

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

Accounting Records

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

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 2022 (2021: 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.

Over the course of 2022, Barnardos worked to **inform Oireachtas members** of the issues the

- families we support face and the necessary policy reforms that would best help protect and improve the lives of children experiencing challenges and adversity.

We presented oral evidence six times to Oireachtas Committees, submitted responses to 12 government consultations and arranged for TDs to visit our services. The Minister for Children Roderic O’Gorman opened our new Finglas Family Resource Centre in December.

In 2023, we hope to build further on our work, to inform politicians of the need for families to have quicker access to specialised support and the impact it has on the lives and futures of children and young people.

Directors’ Compliance Statement

Barnardos’ Directors have voluntarily adopted the Directors’ Compliance Statement of The Companies Act 2014 as an additional best practice measure. The Directors acknowledge that they are responsible for securing Barnardos’s 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 and 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 the 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.

- Sustainability Goal 16: Peace, Justice and Strong Institutions



EMPOWER KIDS PROJECT



- As part of the 16 Days of Activism against Gender-Based Violence 2022, Empower Kids Project and Barnardos Children's Charity called for greater support for children experiencing domestic violence and abuse, and additional research to establish the number of children living with domestic violence and abuse in Ireland.

The Project released ME2U, a new poster and leaflet created by the members of the Empower Kids Project*.

The group called on the Government to ensure they deliver on their commitment made in the Domestic Sexual and Gender-Based Violence (DSGBV) National Strategy to resource the further development of specialist DSGBV services, throughout the state for children and young people. The group hopes to inform the development of the new DSGBV Agency, ensuring appropriate attention is directed towards the views and experiences of children and young people.

The Empower Kids Project is a multi-agency* collaboration with services from around Ireland – and includes the voices of more than 50 children to date who have lived with domestic violence and abuse.

The Project released ME2U, a new poster and leaflet created by the members of the Empower Kids Project, sharing their advice for other children and young people living with domestic violence and abuse, and "It Hurts: Listen To Us" a video photo series of their lived experiences of domestic violence.



The Empower Kids Project team member services are: Cope Domestic Violence Service Galway, Adapt Domestic Abuse Services, Mayo Women's Support Services, Longford Women's Link, Clarehaven, Meath Domestic Violence Service, Daughters of Charity – Dublin Safer Families, Women's Aid Dundalk, EPIC, Saoirse Domestic Violence Services, Cuan Saor Domestic Violence Service and Barnardos TLC KIDZ projects across North Tipperary, Limerick/Clare and Cavan/Monaghan



IT HURTS: LISTEN TO US VIDEO



Statement of Directors' Responsibilities

The Board of Directors is responsible for preparing the Directors' Annual Report and the financial statements in accordance with applicable laws 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 is 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 if 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 is 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



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 2022 set out on pages 58 to 75, which comprise the Statement of Financial Activities, Balance Sheet, Cash-flow Statement and related notes, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland 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 Company's affairs as of 31 December 2022 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) and applicable law. Our responsibilities under those standards are further described in 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 in the preparation of the financial statements is appropriate.

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

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 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 135](#), the directors are responsible for:

- the preparation of the financial statements including being satisfied that they give a true and fair view;
- such internal control as they determine

is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;

- assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- using the going concern basis of accounting unless they either intend to liquidate the 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 Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Colm O'Sé

for and on behalf of

16th June 2023

KPMG

Chartered Accountants, Statutory Audit Firm

1 Stokes Place,

St. Stephens Green,

Dublin 2

FINANCIAL STATEMENTS



Statement of Financial Activities

(Incorporating Income and Expenditure Account)

for the year ended 31 December 2022

		2022	2022	2022	2021
		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
Note	€000	€000	€000	€000	€000
INCOME FROM					
Donations and legacies	2(a)	6,777	3,179	9,956	10,159
Charitable activities	2(b)	-	17,455	17,455	16,457
Other trading activities	2(c)	1,381	1	1,382	971
Investments	2(e)	1	-	1	2
Total income		8,159	20,635	28,794	27,589
EXPENDITURE ON					
Raising funds	3(a)	4,095	631	4,726	4,133
Charitable activities	3(b)	-	23,200	23,200	21,294
Other	13(b)	461	-	461	-
Total expenditure		4,556	23,831	28,387	25,427
Tax payable		-	-	-	-
Net income/(expenditure) for the year		3,603	(3,196)	407	2,162
OTHER RECOGNISED GAINS AND LOSSES					
Actuarial gain on defined benefit pension scheme	13(b)	279	-	279	628
Net movement in funds		3,882	(3,196)	686	2,790
RECONCILIATION OF FUNDS					
Total funds brought forward	14(a)	14,726	896	15,622	12,832
Transfers between funds	14(a)	(2,779)	2,779	-	-
Total funds carried forward		15,829	479	16,308	15,622

All income is in respect of continuing operations.

On behalf of the Board



Martin Dobey
Chairperson



Ivan Fox
Treasurer

16th June 2023



Balance Sheet

As at 31 December 2022

		2022	2022	2021	2021
	Note	€000	€000	€000	€000
FIXED ASSETS					
Tangible assets	6		5,552		5,169
			5,552		5,169
CURRENT ASSETS					
Debtors	7	1,024		990	
Investments	8	-		-	
Cash at bank and in hand	9	15,864		15,763	
Total current assets		16,888		16,753	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10	(5,502)		(5,751)	
Net current assets			11,386		11,002
Total assets less current liabilities			16,938		16,171
Provision for liabilities	12		(911)		(949)
Net assets excluding pension scheme asset/liability			16,027		15,222
Defined benefit pension scheme asset/(liability)	13(b)		281		400
Total net assets			16,308		15,622
THE FUNDS OF THE CHARITY					
Unrestricted funds	14		15,829		14,726
Restricted funds	14		479		896
Total Charity funds			16,308		15,622

On behalf of the Board



Martin Dobey
Chairperson



Ivan Fox
Treasurer

16th June 2023



Cash Flow Statement

For the year ended 31 December 2022

		2022	2021
	Note	€000	€000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net income for the year		407	2,162
Adjust for profit on disposal of assets and impairment (non cash)			
Depreciation charge	5	476	429
Increase in trade and other debtors	7	(34)	(287)
(Decrease)/increase in trade and other creditors	10	(249)	2,312
(Decrease)/increase in provisions for liabilities	12	(38)	62
Decrease/(increase) in pension scheme asset	13(b)	119	(747)
Pension scheme actuarial gain	13(b)	279	628
Interest receivable and similar income	2(e)	(1)	(2)
Net cash provided by operating activities		959	4,557
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest receivable and similar income	2(e)	1	2
Acquisition of tangible assets	6	(859)	(381)
Net cash provided by investing activities		(858)	(379)
Net cash from financing activities		-	-
Change in cash and cash equivalents in the year		101	4,178
Cash and cash equivalents at the beginning of the year		15,763	11,585
Cash and cash equivalents at the end of the year	9	15,864	15,763



Notes

Forming part of the
financial statements



Note 1: Statement of Accounting Policies for the Year Ended 31 December 2022

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.

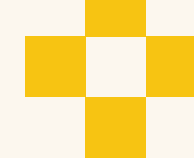
The financial statements have been prepared under the historical cost convention, except for pension scheme assets which are measured at fair value. The financial statements have been prepared on a going concern basis (as outlined in the Directors' Report under the Financial Review section).

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\(b\)](#).

Note 1: Statement of Accounting Policies for the Year Ended 31 December 2022 (continued)



Income

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

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

Donations and Legacies

This income (which consists of monetary donations from the public, corporates, trusts, legacies, major donors and related tax refunds), is recognised in the period the Charity is entitled to the resource, when receipt is probable, and when the amount can be measured with sufficient reliability. In the case of monetary donations from the public, this income is recognised when the donations are received. Legacies are recognised when confirmation of unconditional entitlement to the legacy is received. Tax refunds are recognised when all legislative requirements, required for the refund, have been met and the amounts can be measured with reasonable certainty.

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

Charitable Activities

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

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

Income from Other Trading Activities

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

Interest Receivable

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

Donations in Kind

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



Note 1: Statement of Accounting Policies for the Year Ended 31 December 2022 (continued)

Support Costs (continued)

Support costs include people and culture (formerly called human resources), finance, information technology and governance.

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

Employment Costs

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

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

Taxation

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

Operating Leases

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

Tangible Assets

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

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

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

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

Note 1: Statement of Accounting Policies for the Year Ended 31 December 2022 (continued)

Inventories

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

Debtors

Debtors are recognised at the settlement amount due.

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

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

Cash at Bank and In Hand

Cash at bank and in hand is comprised of cash on deposit at banks for which the remaining fixed term is less than 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, prepayments, short term investments and cash at bank.

Financial liabilities, measured at amortised cost, comprise of trade creditors, PAYE/ PRSI creditor, VAT creditor, deferred income, accruals 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 an asset/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

Note 1: Statement of Accounting Policies for the Year Ended 31 December 2022 (continued)

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 asset/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 2022 in conjunction with the approval of the 2023 budget.

The Charity's policy is to only retain sufficient reserves to safeguard the continuity of its services.



Note 2: Income

(a) Donations and legacies

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Committed and cash giving	4,162	269	4,431	4,134	184	4,318
Philanthropy	237	2,103	2,340	368	1,637	2,005
Partnerships, national campaigns and community events	1,504	83	1,587	2,244	249	2,493
Other fees and grants *	761	-	761	227	105	332
Community employment scheme - shops (Note 2(d))	-	482	482	-	434	434
Donated goods and services **	-	241	241	-	225	225
Legacies	113	1	114	352	-	352
Total	6,777	3,179	9,956	7,325	2,834	10,159

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

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Tusla (Child and Family Agency)	-	10,773	10,773	-	10,021	10,021
Service income Guardian ad Litem (GAL)	-	2,982	2,982	-	2,961	2,961
Pobal	-	1,359	1,359	-	1,431	1,431
Health Service Executive (HSE)	-	1,079	1,079	-	977	977
City/County Councils	-	311	311	-	114	114
Other fees and grants	-	241	241	-	226	226
Department of Children, Equality, Disability, Integration and Youth	-	235	235	-	217	217
Community employment scheme - services	-	195	195	-	237	237
Department of Education	-	108	108	-	119	119
Department of Justice	-	104	104	-	103	103
Education and Training Board Ireland	-	68	68	-	51	51
Total	-	17,455	17,455	-	16,457	16,457

* Other fees and grants comprises Revenue rebates on donations and Revenue payments under the Temporary Wage Subsidy Scheme (TWSS) and Employment Wage Subsidy Scheme (EWSS) for shops as a result of closures during Covid-19 restrictions.

** Donated goods and services comprises of retail, food and entertainment vouchers to be 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

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2(d))	1,212	-	1,212	747	-	747
Memberships, publications and training	169	1	170	222	2	224
Total	1,381	1	1,382	969	2	971

(d) Retail operations – charity shops

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2(c))	1,212	-	1,212	747	-	747
Community employment scheme - shops (Note 2(a))	-	482	482	-	434	434
Other fees and grants - shops - Revenue	-	-	-	-	105	105
Other fees and grants - shops - Local Councils	-	-	-	-	29	29
Other fees and grants - shops - Pobal	-	-	-	-	3	3
Total income	1,212	482	1,694	747	571	1,318
Less expenses						
Direct retail expenses	(978)	-	(978)	(696)	(137)	(833)
Community employment scheme - shops	-	(482)	(482)	-	(434)	(434)
Support costs	(54)	-	(54)	(51)	-	(51)
Total expenditure (Note 3(a))	(1,032)	(482)	(1,514)	(747)	(571)	(1,318)
Net shop contribution	180	-	180	-	-	-

(e) investments

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Deposit interest	1	-	1	2	-	2

Note 3: Expenditure

(a) Raising funds

	2022	2022	2022	2021
	Direct	Support (Note 3(c))	Total	Total
	€000	€000	€000	€000
Committed and cash giving	1,588	84	1,672	1,384
Partnerships, national campaigns & community events	1,173	62	1,235	1,163
Philanthropy	202	11	213	220
Legacies	87	5	92	48
Subtotal	3,050	162	3,212	2,815
Retail (Note 2(d))	1,460	54	1,514	1,318
Total	4,510	216	4,726	4,133
Unrestricted	3,879	216	4,095	3,562
Restricted (Note 14(a))	631	-	631	571
Total	4,510	216	4,726	4,133

(c) Support costs

		2022	2022	2022	2021
	Cost drivers	Raising funds	Charitable activities	Total	Total
		€000	€000	€000	€000
Information technology	Salary expenditure	57	463	520	566
People and culture	Salary expenditure	56	452	508	427
Finance	Salary expenditure	53	432	485	474
Governance	Salary expenditure	50	407	457	361
Total		216	1,754	1,970	1,828

(b) Charitable activities

	2022	2022	2022	2021
	Direct	Support (Note 3(c))	Total	Total
	€000	€000	€000	€000
Children's services				
Family support	9,573	771	10,344	9,920
Specialist services (i)	4,263	346	4,609	3,543
Early years	3,475	272	3,747	3,633
Guardian Ad Litem	2,742	271	3,013	2,970
Learning and development	1,167	74	1,241	1,058
Subtotal	21,220	1,734	22,954	21,124
Research and policy				
Research and policy	226	20	246	170
Total	21,446	1,754	23,200	21,294
Unrestricted	-	-	-	-
Restricted (Note 14(a))	21,446	1,754	23,200	21,294
Total	21,446	1,754	23,200	21,294

(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

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

(a) Costs and numbers

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

	2022	2021
Staff costs	€000	€000
Wages and salaries	16,406	15,030
Social welfare	1,754	1,609
Retirement benefits	738	669
Redundancy costs	(18)	138
Subtotal	18,880	17,446
Community employment scheme	653	643
Total	19,533	18,089

Retirement benefit costs include employer contributions and operating costs for the defined contribution scheme of €641k (2021: €578k) and the current service and operating costs of the defined benefit scheme of €97k (2021: €91k).

All staff who joined since 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 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 minus €18k (2021: €138k). These related to reduced adjustments to estimates made in prior periods.

The average monthly number of employees, including part-time staff, but not including volunteers, during the year was 497 (2021: 479).

	2022	2021
Staff numbers by activity are as follows	Number	Number
Direct charitable activities	378	356
Raising funds	50	49
Support	29	29
Subtotal	457	434
Community employment scheme	40	45
Total	497	479

More details of the crucial role volunteers contribute to Barnardos is provided in the Directors' Report.



Note 4: Staff Costs (continued)

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

(b) Salary range

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

	2022	2021
	Number	Number
€60,000 - €70,000	25	26
€70,000 - €80,000	4	3
€80,000 - €90,000	5	5
€90,000 - €100,000	2	3
€100,000 - €110,000	2	1
Total	38	38

In 2022, 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 €493k (2021: €451k). No members of the Senior Management Team are members of the defined benefit pension scheme.

At 31st December 2022, Barnardos CEO,

Suzanne Connolly, was paid an annual salary of €112,784. 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 (2021: €0).

Note 5: Other Information

	2022	2021
	€000	€000
Auditor's remuneration, including expenses:		
- audit of financial statements	34	33
- other assurance and advisory services	22	12
Depreciation	476	429
Operating leases - primarily land and buildings	380	375

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



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
Cost						
At 1 January 2022	4,368	5,873	1,853	1,120	416	13,630
Additions	477	-	-	381	1	859
Disposals and retirements in the year	-	-	-	-	-	-
At 31 December 2022	4,845	5,873	1,853	1,501	417	14,489
Depreciation						
At 1 January 2022	1,408	4,093	1,750	906	304	8,461
Charge for year	140	109	26	158	43	476
Disposals and retirements in the year	-	-	-	-	-	-
At 31 December 2022	1,548	4,202	1,776	1,064	347	8,937
Net book value						
At 31 December 2022	3,297	1,671	77	437	70	5,552
At 31 December 2021	2,960	1,780	103	214	112	5,169

Included in tangible assets are the premises of the Finglas Family Resource Centre (2022 Cost: €520k, 2021 Cost: €43k). Barnardos negotiated and project managed the purchase and construction of this new facility in 2021 and 2022 for the benefit of the Finglas community and are the custodian of the premises on behalf of the local community.



Notes 7: Debtors

	2022	2021
	€000	€000
Trade debtors	911	829
Other debtors	17	14
Prepayments	96	147
Total	1,024	990

All amounts included within debtors fall due within one year. Trade debtors are presented net of a provision for bad debts of €0k (2021: €6k).

Note 8: Investments

	2022	2021
	€000	€000
Deposits	-	-
Total	-	-

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

	2022	2021
	€000	€000
Cash in bank and on hand	15,864	15,763
Total	15,864	15,763

All funds held by the Charity are held with banks that have a credit rating which is in line with the investment policy of the Charity, as approved by the Board. All funds are cash on deposit at banks for which the remaining fixed term, if any, is less than 3 months.



Note 10: Creditors: Amounts Falling Due Within One Year

	2022	2021
	€000	€000
Deferred income (i)	4,049	4,422
Trade creditors	450	377
PAYE/PRSI creditor	467	402
Accruals	373	435
Other creditors	97	99
VAT creditor	66	16
Total	5,502	5,751

(i) Movements in deferred income	2022		2022	2021
	Statutory	Non-Statutory	Total	Total
	€000	€000	€000	€000
Deferred income at 1 January	1,505	2,917	4,422	2,296
Income deferred in the year	1,465	2,584	4,049	4,422
Deferred income released in the year	(1,505)	(2,917)	(4,422)	(2,296)
Deferred income at 31 December	1,465	2,584	4,049	4,422

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:

	2022	2021
	€000	€000
Assets measured at amortised cost	16,792	16,606

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

	2022	2021
	€000	€000
Liabilities measured at amortised cost	(1,080)	(894)

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



Note 12: Provision for Liabilities

	2022	2022	2022	2021
	Capital restrictions	Employment Obligations	Total	Total
	€000	€000	€000	€000
Provisions at 1 January	532	417	949	887
Charged in the year (i)	-	-	-	144
Released in the year (ii)	-	(18)	(18)	(20)
Utilised in the year (iv)	-	-	-	(42)
Amortised during the year	(20)	-	(20)	(20)
Provisions at 31 December (iii)	512	399	911	949



Capital restrictions

- (i) There was no charge of any capital restrictions during 2022 (2021: €Nil).
- (ii) There was no release of any capital restrictions during 2022 (2021: €Nil).
- (iii) The provisions in respect of restrictions on capital grants, have been recognised based on the contractual terms agreed when the grant was awarded. At 31 December 2022, these restrictions were as follows:

Mulhuddart: Restrictions of €325k on a capital grant from Pobal - National Childcare Investment Programme 2006-2010 becomes 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 2022 is €62k (2021: €82k).

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

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

Employment obligations

- (i) There was no charge to redundancy payments provided for during the year (2021: €144k).
- (ii) The release of €18k during 2022 relates to adjustments to estimates made in prior periods (2021: €20k).
- (iii) The provision at 31 December 2022, comprises primarily of the expected redundancy costs related to the Guardian ad Litem and the Garda Vetting services. 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) There was no utilisation of redundancy payments made during the year (2021: €42k).

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. At 31 December 2022, there were 237 active members of the scheme (2021: 222). The defined contribution pension scheme charge for 2022 was €641k (2021: €578k). Where retirement benefit 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 84% of defined contribution pension costs are paid from restricted funds.

(b) Defined benefit pension scheme

The Charity operates a defined benefit pension scheme, providing benefits based on a percentage of final pensionable salary. The Scheme was closed to new members after 31 December 1999 and currently has three active members in the scheme, four deferred members and no pensioners.

A funding proposal was submitted to the Pensions Authority in May 2019. This funding proposal was designed to enable the 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. Through a mixture of contributions, investment returns and a pensioner buyout, the funding position improved considerably since 2019. The strong funding position of the defined benefit pension scheme has enabled Barnardos to cease the fixed monthly contribution of €11,700, with the final fixed monthly contribution payment made in June 2022. The pension authority was notified.

During 2022, Barnardos, on foot of actuarial advice, took advantage of favourable market conditions to engage in a further pensioner buy out for the small number of pensioners in the Scheme. This action was in addition to a significant de-risking in 2020.

Barnardos notified the Sole Trustee in November 2022 of the intention to cease contributions to the Scheme, who has confirmed the intention of Barnardos to wind up the Scheme in 2023.

The wind up is progressing, and has been recognised in full in the accounts. The pensioner buy out resulted in a settlement cost of €37k while the wind up resulted in a settlement cost of €424k. The scheme is likely to wind up in surplus and that surplus has been recognised as an asset of the company, from which related fees will be paid.

Movement in surplus during the year

	2022	2021
	€000	€000
Surplus/(deficit) in scheme at beginning of year	400	(347)
Contributions paid	79	157
Charge in Statement of Financial Activities:		
- Employer's part of current service cost	(480)	(37)
- Interest income/(expense)	3	(1)
Actuarial gain	279	628
Surplus in scheme at end of year	281	400



Note 13: Retirement Benefit Schemes (continued)

(b) Defined benefit pension scheme (continued)

Reconciliation of change in value of scheme liabilities in the year

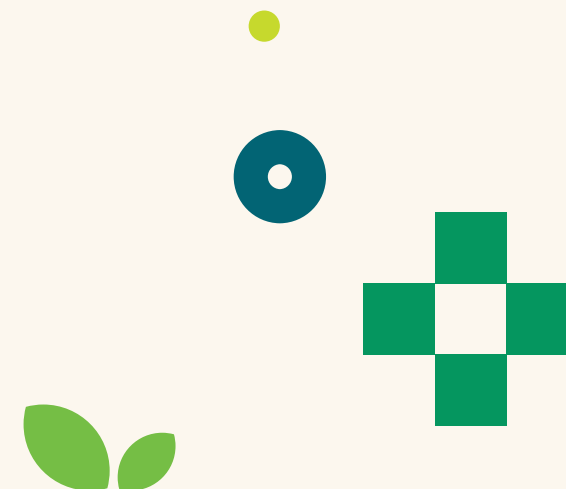
	2022	2021
	€000	€000
Scheme liabilities at start of year	3,780	4,293
Current service cost (net of members contribution)	19	37
Interest on liabilities	35	15
Actual member contributions	3	5
Actuarial gains	(861)	(514)
Liabilities extinguished on settlement	(1,058)	-
Change in value of AVCs	(58)	4
Benefits paid	(157)	(60)
Expected costs of wind up of Scheme	424	-
Scheme liabilities at end of year based on end of year assumptions	2,127	3,780

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

	2022	2021
	€000	€000
Charged to expenditure		
Current service costs	19	37
Other operating costs paid by the employer	81	53
Settlement loss from annuity purchase	37	-
Expected settlement loss on wind up	424	-
Charged to other finance income		
Interest (income)/expense	(3)	1
Total charge in Statement of Financial Activities	558	91

Reconciliation of changes in value of assets in the year

	2022	2021
	€000	€000
Market value at beginning of year	4,180	3,946
Interest on plan assets	38	14
Actual return less interest on plan assets	(582)	114
Assets distributed on settlement	(1,095)	-
Contributions by the employer	79	157
Contributions by plan members	3	5
Change in value of AVCs	(58)	4
Benefits paid	(157)	(60)
Market value at end of year	2,408	4,180



Note 13: Retirement Benefit Schemes (continued)

(b) Defined benefit pension scheme (continued)

Fair value of the plan assets

	2022		2021	
	Fair value	Fair value	Fair value	Fair value
	€000	%	€000	%
Other	65	2.7%	1,158	27.7%
Bonds	2,331	96.8%	1,028	24.6%
Cash	12	0.5%	1,158	27.7%
Equities	-	0.0%	836	20.0%
Property	-	0.0%	-	0.0%
Total	2,408	100.0%	4,180	100.0%

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

	2022	2021
Inflation rate	2.6%	1.90%
Discount rate	3.7%	1.10%
Expected rate of salary increases	3.6%	2.90%
Rate of pension increases in payment	n/a	n/a
Rate of pension increases in deferment	2.6%	1.90%

It was assumed at 31st December 2021 that scheme members would withdraw on average 12.5% of their fund on retirement.

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:

	2022	2021
	Years	Years
Longevity at age 65 for current pensioners		
Male	23.1	22.9
Female	25.4	25.3
Longevity at age 65 for members aged 55		
Male	24.3	24.1
Female	26.4	26.3

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 2022	Income	Expenditure	Other recognised gains	Transfers	Balance 31 December 2022
		€000	€000	€000	€000	€000	€000
UNRESTRICTED FUNDS							
General funds	(i)	-	8,159	(4,556)	279	(3,882)	-
Designated funds	(ii)						
- Tangible assets		4,637	-	-	-	404	5,041
- Planned budget deficit		-	-	-	-	-	-
- Strategic initiatives		2,489	-	-	-	(342)	2,147
- Programme continuity fund		7,600	-	-	-	1,041	8,641
Total unrestricted funds		14,726	8,159	(4,556)	279	(2,779)	15,829
RESTRICTED (iii)							
Charitable activities							
Family support		127	9,355	(10,344)	-	893	31
Specialist services		3	4,088	(4,609)	-	520	2
Early years		62	2,456	(3,747)	-	1,247	18
GAL		-	2,982	(3,013)	-	31	-
Learning and development		-	1,082	(1,241)	-	161	2
Research and policy		159	41	(246)	-	166	120
Subtotal		351	20,004	(23,200)	-	3,018	173
Raising funds							
Raising funds		-	631	(631)	-	-	-
Covid-19 appeal fund		545	-	-	-	(239)	306
Subtotal		545	631	(631)	-	(239)	306
Total restricted funds		896	20,635	(23,831)	-	2,779	479
Total charity funds		15,622	28,794	(28,387)	279	-	16,308



Note 14: Funds (continued)

(a) Movement in Funds (continued)

The funds carried forward at 31 December 2022 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 2022, 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 programme continuity fund is 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 2023 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:	2022	2022	2022	2021
	Unrestricted funds	Restricted funds	Total funds	Total funds
	€000	€000	€000	€000
Tangible assets	5,552	-	5,552	5,169
Cash and current asset investments	11,336	4,528	15,864	15,763
Debtors, stocks and other current assets	1,024	-	1,024	990
Creditors, deferred income and provisions	(2,083)	(4,049)	(6,132)	(6,300)
Total	15,829	479	16,308	15,622

Note 15: Commitments

Operating lease commitments payable during the next twelve months amount to €283k (2021: €288k) 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	13	26	244	283
Payable within two to five years	18	101	506	625
Payable after five years	-	-	131	131
Total	31	127	881	1,039



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 €234k (2021: €206k) from the HSE via the Tallaght Local Drugs and Alcohol Task Force.

As well as donating their time and expertise during 2022, the Directors made unconditional donations of €1k (2021: €26k) to the Charity.

There were no other related party transactions during the year ended 31 December 2022 (31 December 2021: €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. At 31 December 2022, there were 43 members (2021: 42), whose guarantee is limited to €1.27 each.

Note 18: Post Balance Sheet Events

There have been no events subsequent to the year end that require any adjustment to, or additional disclosure in, the 2022 Financial Statements.

Note: 19: Approval of Financial Statements

The Board approved the financial statements on 16th June 2023.

APPENDICES



Not forming part of
the financial statements

1. Analysis of Statutory Income and Expenditure

A. Tusla (child and family agency) – Restricted

	2022	2022	2022	2022	2022	2021	2022	2021
	€000	€000	€000	€000	€000	€000	€000	€000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
Dublin North East								
Dublin North City	319	2,270	-	(86)	2,503	2,258	2,503	2,258
Louth/Meath	25	91	-	(21)	95	92	95	92
Cavan/Monaghan	-	45	-	(30)	15	20	15	20
Dublin Mid Leinster								
Dublin South Central	167	1,430	61	(289)	1,369	1,037	1,369	1,037
Midlands	-	888	-	-	888	931	888	931
Dublin South West/Kildare/West Wicklow	43	749	-	(47)	745	758	745	758
South East								
Waterford/Wexford	97	972	-	(114)	955	939	955	939
Carlow/Kilkenny/South Tipperary	-	808	1	-	809	824	809	824
Dublin South East/Wicklow	-	401	-	-	401	405	401	405
Mid West								
Mid West	100	1,682	-	(89)	1,693	1,688	1,693	1,688
South West								
Cork	74	524	-	(63)	535	542	535	542
Other								
DSBGV Unit	149	275	-	(179)	245	174	245	174
Counselling Grant Section	22	182	-	(18)	186	153	186	153
Paul Partnership – Homemaker Service	45	90	-	-	135	130	135	130

1. Analysis of Statutory Income and Expenditure (continued)

A. Tusla (child and family agency) – Restricted (continued)

	2022	2022	2022	2022	2022	2021	2021	2021
	€000	€000	€000	€000	€000	€000	€000	€000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
Other (continued)								
Parental Advocacy and Information Service for Children in Care	-	247	-	(124)	123	-	123	-
Library and Information Services	24	21	(4)	(10)	31	21	31	21
Cork CYPSC – Mahon and Youghal Family Resource Centre	8	5	-	(5)	8	1	8	1
Dublin City North CYPSC – ABC Finglas	-	5	-	-	5	1	5	1
Wexford CYPSC – Wexford Teen Parents	-	10	-	(6)	4	2	4	2
Tipperary CYPSC – Clonmel	-	3	-	(1)	2	6	2	6
Waterford CYPSC – Ballybeg and Family Support West Waterford	4	5	-	(8)	1	4	1	4
Dublin City North CYPSC – Finglas Family Support	-	1	-	-	1	-	1	-
Carlow CYPSC – Carlow Family Support	-	-	1	-	1	-	1	-
Dublin City North CYPSC – Finglas Family Resource Centre	-	2	-	(2)	-	4	-	4
Tusla Participation Initiative – TLC Kidz Cork	17	-	-	(1)	16	9	16	9
Tusla Participation Initiative – PPFS Mid West	5	-	-	-	5	-	5	-
Tusla Participation Initiative – TLC Kidz Cavan and Monaghan	2	-	-	(1)	1	-	1	-
Tusla Participation Initiative – National CYPSC	-	-	-	-	-	9	-	9
Cork City Childcare – Community Childcare Services Grant Initiative 2021 – Youghal	1	-	-	-	1	4	1	4
Tailored Training	-	9	(9)	-	-	-	-	-
LGBTI+ Capacity Building Initiative Funding Scheme with DCEDIY	1	-	-	(1)	-	9	-	9
Subtotal	1,103	10,715	50	(1,095)	10,773	10,021	10,773	10,021

1. Analysis of Statutory Income and Expenditure (continued)

B.Pobal – Restricted

	2022	2022	2022	2022	2022	2021	2022	2021
	€000	€000	€000	€000	€000	€000	€000	€000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
VCO – DCEDIY	-	553	-	-	553	549	553	549
Community Childcare Subvention – DCEDIY:								
- Brighter Futures, Knocknaheeny Service	-	142	-	-	142	136	142	136
- Thurles Targeted Early Intervention Service	-	131	-	-	131	130	131	130
- Tivoli Family Centre	-	114	-	-	114	96	114	96
- Loughlinstown Family Centre	1	101	-	-	102	97	102	97
- Early Years Service, Mulhuddart	-	92	-	(1)	91	112	91	112
- Millbrook Family Support Service	-	86	-	-	86	90	86	90
- Finglas Early Intervention Service	-	40	-	(3)	37	74	37	74
- Youghal Family Resource Initiative	1	30	(9)	-	22	12	22	12
SSNO – DRCD – 2019–2022	-	45	-	(28)	17	90	17	90
SSNO – DRCD – 2022–2025	-	46	-	-	46	-	46	-
Covid-19 Stability Scheme for Community and Voluntary, Charity and Social Enterprise Organisations – DRCD	-	-	-	-	-	3	-	3
Healthy Ireland Fund – Northside Partnership Ltd on behalf of Dublin City North CYPSC (Finglas Family Resource Centre) – DH and DCEDIY	-	17	(5)	-	12	20	12	20
Healthy Ireland Fund – Bagenalstown Family Resource Centre (Carlow) – Tusla	1	5	-	-	6	2	6	2
Ballyfermot Chapelizod Partnership – Rialto and Cherry Orchard Services	-	-	-	-	-	8	-	8
Healthy Ireland Fund – Tipperary County Council (Clonmel Service) – DH and DCEDIY	-	-	-	-	-	5	-	5
Healthy Ireland Fund – Dun Laoghaire–Rathdown County Council Local Community Development Committee – (Family Intervention Service) – DH, DCEDIY and DRCD	-	-	-	-	-	4	-	4
Healthy Ireland Fund – Tipperary County Council on behalf of Tipperary CYPSC (Thurles Early Years Service) – DH and DCEDIY	-	-	-	-	-	3	-	3
Subtotal	3	1,402	(14)	(32)	1,359	1,431	1,359	1,431

1. Analysis of Statutory Income and Expenditure (continued)

C. Other Statutory Funding – Restricted

	2022	2022	2022	2022	2022	2021	2022	2021
	€000	€000	€000	€000	€000	€000	€000	€000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
Guardian ad Litem	-	2,962	20	-	2,982	2,961	2,982	2,961
HSE	168	1,126	(5)	(210)	1,079	977	1,079	977
Councils – City /County	175	157	37	(58)	311	114	311	114
Other fees and grants	8	244	-	(11)	241	226	241	226
Department of Children, Equality, Disability, Integration and Youth (DCEDIY)	48	239	-	(51)	236	217	236	217
Community employment scheme - projects (Moyross)	-	195	-	-	195	237	195	237
Department of Education – Origins Tracing Service	-	115	-	(7)	108	119	108	119
Department of Justice - Commission for the Support of Victims of Crime	-	103	-	-	103	103	103	103
Education and Training Board Ireland – Targeted/Revised Youth Funding Schemes	-	71	(3)	-	68	51	68	51
Department of Justice – Courts Services	-	1	-	(1)	-	-	-	-
Subtotal	399	5,213	49	(338)	5,323	5,005	5,323	5,005
Total statutory – restricted	1,505	17,330	85	(1,465)	17,455	16,457	17,455	16,457

1. Analysis of Statutory Income and Expenditure (continued)

D. Other Income

	2022	2022	2022	2022	2022	2021	2022	2021
	€000	€000	€000	€000	€000	€000	€000	€000
	Opening balance deferred income	Cash receipts	Movement in debtors	Closing balance deferred income	Total income	Total income	Total expenditure	Total expenditure
Donations and other income - restricted					3,180	2,836	6,376	5,408
Donations and other income - unrestricted					8,159	8,296	4,556	3,562
Total other					11,339	11,132	10,932	8,970
Total					28,794	27,589	28,387	25,427

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
SSNO	Scheme to Support National Organisations
VCO	Voluntary Childcare Organisations

2. Breakdown of Grants Received During 2022 - Restricted

A. Tusla (child and family agency)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000	Restrictions
1. Dublin North City							
S56	Mulhuddart Family Support	Family Support	Revenue	297	Jan - Dec 2022	297	*
S56	Mulhuddart Early Years	Targeted Early Intervention	Revenue	238	Jan - Dec 2022	238	*
S56	Corduff	Family Support	Revenue	326	Jan - Dec 2022	326	*
S56	Finglas	Family Support	Revenue	397	Jan - Dec 2022	397	*
S56	Finglas Teen Parents	Teen Parent Support	Revenue	119	Jan - Dec 2022	119	*
SCP	Finglas Teen Parents	School Completion Programme	Revenue	17	Sep 2022 - Aug 2023	17	*
S56	Finglas Early Years	Targeted Early Intervention	Revenue	153	Jan - Dec 2022	153	*
S56	Finglas Family Resource	Family Resource Centre	Revenue	166	Jan - Dec 2022	166	*
S56	Finglas Family Resource - Dormant Funding	Family Resource Centre	Revenue	8	Jan - Dec 2022	8	*
S56	ABC Finglas	Family Support	Revenue	549	Jan - Dec 2022	549	*
Subtotal						2,270	
2. Louth/Meath							
S56	Family Welfare Conference	Family Support	Revenue	91	Jan - Dec 2022	91	*
Subtotal						91	
3. Cavan/Monaghan							
S56	TLC Kidz Cavan and Monaghan	Family Support	Revenue	45	Jan - Dec 2022	45	*
Subtotal						45	

* As per outlined in Tusla SLA

2. Breakdown of Grants Received During 2022 - Restricted (continued)

A. Tusla (child and family agency) (continued)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000	Restrictions
4. Dublin South Central							
S56	Post Adoption Service	Post Adoption	Revenue	656	Jan - Dec 2022	595	*
S56	Post Adoption Service - Dormant Funding	Post Adoption	Revenue	273	Jan - Jul 2022	273	*
S56	Rialto	Family Support	Revenue	128	Jan - Dec 2022	128	*
AF	Rialto	Family Support	Revenue	50	Jan - Dec 2022	50	*
S56	Cherry Orchard	Family Support	Revenue	309	Jan - Dec 2022	309	*
S56	Initial Assessment Service Dublin South Central	Initial Assessment	Revenue	75	Aug - Dec 2022	75	*
Subtotal						1,430	
5. Midlands							
S56	Family Support - Athlone, Mullingar, Tullamore, Edenderry and Laois	Family Support	Revenue	888	Jan - Dec 2022	888	*
Subtotal						888	
6. Dublin South West/Kildare/West Wicklow							
S56	Bawnlea Child and Family Service	Family Support	Revenue	239	Jan - Dec 2022	239	*
S56	Clondalkin Teen Parents	Teen Parent Support	Revenue	127	Jan - Dec 2022	127	*
S56	Millbrook Child and Family Service	Family Support	Revenue	279	Jan - Dec 2022	279	*
S56	Clondalkin Teen Parents	School Completion Programme	Revenue	42	Sep 2022 - Aug 2023	42	*
AF	Family Intervention Service Ballyogan	Family Support	Revenue	62	Jan - Dec 2022	62	*
Subtotal						749	

* As per outlined in Tusla SLA

2. Breakdown of Grants Received During 2022 - Restricted (continued)

A. Tusla (child and family agency) (continued)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000	Restrictions
7. Waterford/Wexford							
S56	Ballybeg	Family Support	Revenue	324	Jan - Dec 2022	324	*
S56	Dungarvan	Family Support	Revenue	130	Jan - Dec 2022	130	*
S56	Wexford	Family Support	Revenue	204	Jan - Dec 2022	204	*
S56	Wexford	Teen Parent Support	Revenue	185	Jan - Dec 2022	185	*
SCP	Wexford	Teen Parent Support	Revenue	13	Sep 2022 - Aug 2023	13	*
S56	Waterford Student Mothers	Teen Parent Education Support	Revenue	71	Sep 2022 - Aug 2023	71	*
S56	West Waterford	Family Support	Revenue	45	Jan - Dec 2022	45	*
Subtotal						972	
8. Carlow/Kilkenny/South Tipperary							
S56	Clonmel	Family Support	Revenue	251	Jan - Dec 2022	251	*
S56	Carlow	Family Support	Revenue	483	Jan - Dec 2022	482	*
S56	Family Welfare Conference Carlow/Kilkenny	Family Welfare Conference	Revenue	75	Jan - Dec 2022	75	*
Subtotal						808	
9. Dublin South East/Wicklow							
S56	Loughlinstown	Targeted Early Intervention	Revenue	204	Jan - Dec 2022	204	*
S56	Dun Laoghaire	Targeted Early Intervention	Revenue	197	Jan - Dec 2022	197	*
Subtotal						401	
10. Mid West							
S56	Limerick North, Homemaker and Limerick South Family Support	Family Support	Revenue	1,158	Jan - Dec 2022	1,158	*
S56	Thurles Targeted Early Intervention and Family Support	Family Support	Revenue	524	Jan - Dec 2022	524	*
Subtotal						1,682	

* As per outlined in Tusla SLA

2. Breakdown of Grants Received During 2022 - Restricted (continued)

A. Tusla (child and family agency) (continued)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000	Restrictions
11. Cork							
S56	South Cork City, North Cork City, Fermoy/ Mitchelstown and Youghal	Family Support	Revenue	497	Jan - Dec 2022	497	*
S56	Youghal	Family Resource Initiative	Revenue	27	Jan - Dec 2022	27	*
Subtotal						524	
12. Domestic, Sexual and Gender Based Violence (DSGBV) Unit							
S56	DSGBV Unit Funding	Family Support	Revenue	275	Jan - Dec 2022	275	*
Subtotal						275	
13. Counselling Grant Section							
S56	Bereavement Service	Family Support	Revenue	182	Jan - Dec 2022	182	*
Subtotal						182	
14. Paul Partnership – Homemaker Service							
S56	ABC Programme – Start Right Limerick	Prevention and Early Intervention	Revenue	90	Jan - Dec 2022	90	*
Subtotal						90	
15. Parental Advocacy and Information Service for Children in Care							
S56	Parental Advocacy and Information Service for Children in Care	Family Support	Revenue	247	Jul - Dec 2022	247	*
Subtotal						247	
16. Library and Information Services							
Contract	Library and Information Services	Library and Information Services	Revenue	21	Jan - Dec 2022	21	*
Subtotal						21	

* As per outlined in Tusla SLA

2. Breakdown of Grants Received During 2022 - Restricted (continued)

A. Tusla (child and family agency) (continued)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000	Restrictions
17. Children and Young People's Services Committee (CYPSC)							
CYPSC	Cork CYPSC - Mahon and Youghal Family Resource Centre	Family Support	Revenue	5	Jan - Dec 2022	5	*
CYPSC	Dublin City North CYPSC - ABC Finglas	Family Support	Revenue	5	Jan - Dec 2022	5	*
CYPSC	Wexford CYPSC - Wexford Teen Parents	Teen Parent Support	Revenue	10	Jan - Dec 2022	10	*
CYPSC	Tipperary CYPSC - Clonmel	Family Support	Revenue	3	Jan - Dec 2022	3	*
CYPSC	Waterford CYPSC - Ballybeg and Family Support West Waterford	Family Support	Revenue	5	Jan - Dec 2022	5	*
CYPSC	Dublin City North CYPSC - Finglas Family Support	Family Support	Revenue	1	Jan - Dec 2022	1	*
CYPSC	Dublin City North CYPSC - Finglas Family Resource Centre	Family Support	Revenue	2	Jan - Dec 2022	2	*
Subtotal						31	
18. Tailored Training							
Contract	Tailored Training	Training	Revenue	9	Jan - Dec 2022	9	*
Subtotal						9	
Total Tusla - Restricted						10,715	

* As per outlined in Tusla SLA

2. Breakdown of Grants Received During 2022 - Restricted (continued)

B. Pobal

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000
1. Loughlinstown Family Centre						
DCEDIY SS	AIM - Loughlinstown Early Years Service	NCS	Revenue	16	Sep 2021 - Aug 2022	10
DCEDIY NCS	NCS - Loughlinstown Early Years Service	EYPS	Revenue	20	Sep 2021 - Aug 2022	25
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	35	Sep 2021 - Aug 2022	30
DCEDIY SS	AIM - Loughlinstown Early Years Service	EYPS	Revenue	18	Sep 2022 - Aug 2023	6
DCEDIY NCS	NCS - Loughlinstown Early Years Service	NCS	Revenue	18	Sep 2022 - Aug 2023	13
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	37	Sep 2022 - Aug 2023	11
DCEDIY CORE	CORE - Loughlinstown Early Years Service	CORE	Revenue	10	Sep 2022 - Aug 2023	6
Subtotal						101
2. Tivoli Family Centre						
DCEDIY SS	AIM - Tivoli Early Years Service	EYPS	Revenue	21	Sep 2021 - Aug 2022	14
DCEDIY NCS	NCS - Tivoli Early Years Service	NCS	Revenue	33	Sep 2021 - Aug 2022	43
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	34	Sep 2021 - Aug 2022	25
DCEDIY CG	Capital Grant - Improved Ventillation and Outdoor Play	Capital costs	Capital	1	Dec 2021 - Jun 2022	1
DCEDIY SS	AIM - Tivoli Early Years Service	EYPS	Revenue	18	Sep 2022 - Aug 2023	6
DCEDIY NCS	NCS - Tivoli Early Years Service	NCS	Revenue	15	Sep 2022 - Aug 2023	9
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	37	Sep 2022 - Aug 2023	11
DCEDIY CORE	CORE - Loughlinstown Early Years Service	CORE	Revenue	8	Sep 2022 - Aug 2023	5
Subtotal						114

2. Breakdown of Grants Received During 2022 - Restricted (continued)

B. Pobal (continued)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000
3. Brighter Futures, Knocknaheeny Service						
DCEDIY SS	AIM - Brighter Futures Knocknaheeny	EYPS	Revenue	16	Sep 2021 - Aug 2022	10
DCEDIY NCS	NCS - Brighter Futures Knocknaheeny	EYPS	Revenue	25	Sep 2021 - Aug 2022	42
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	60	Sep 2021 - Aug 2022	41
DCEDIY CG	Capital Grant - Improved Ventillation & Outdoor Play	Capital costs	Capital	1	Dec 2021 - Jun 2022	1
DCEDIY SS	AIM - Brighter Futures Knocknaheeny	EYPS	Revenue	18	Sep 2022 - Aug 2023	6
DCEDIY NCS	NCS - Brighter Futures Knocknaheeny	NCS	Revenue	25	Sep 2022 - Aug 2023	18
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	49	Sep 2022 - Aug 2023	15
DCEDIY CORE	CORE - Brighter Futures Knocknaheeny	CORE	Revenue	15	Sep 2022 - Aug 2023	9
Subtotal						142
4. Early Years Service, Mulhuddart						
DCEDIY SS	AIM - Mulhuddart Early Years Service	EYPS	Revenue	22	Sep 2021 - Aug 2022	15
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	75	Sep 2021 - Aug 2022	50
DCEDIY NCS	NCS - Mulhuddart Early Years Service	NCS	Revenue	23	Sep 2022 - Aug 2023	23
DCEDIY CORE	CORE - Mulhuddart Early Years Service	CORE	Revenue	9	Sep 2022 - Aug 2023	4
Subtotal						92
5. Finglas Early Intervention Service						
DCEDIY NCS	NCS - Finglas Early Years Service	EYPS	Revenue	1	Sep 2021 - Aug 2022	3
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	26	Sep 2021 - Aug 2022	17
DCEDIY CG	Capital Grant - Improved Ventillation & Outdoor Play	Capital costs	Capital	1	Dec 2021 - Jun 2022	2
DCEDIY SS	AIM - Finglas Early Years Service	EYPS	Revenue	16	Sep 2022 - Aug 2023	5
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	29	Sep 2022 - Aug 2023	10
DCEDIY CORE	CORE - Finglas Early Years Service	CORE	Revenue	4	Sep 2022 - Aug 2023	3
Subtotal						40

2. Breakdown of Grants Received During 2022 - Restricted (continued)

B. Pobal (continued)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000
6. Millbrook Family Support Service						
DCEDIY SS	AIM - Millbrook Family Support Service	EYPS	Revenue	23	Sep 2021 - Aug 2022	16
DCEDIY NCS	NCS - Millbrook Family Support Service	NCS	Revenue	15	Sep 2021 - Aug 2022	22
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	41	Sep 2021 - Aug 2022	29
DCEDIY CG	Capital Grant - Improved Ventillation and Outdoor Play	Capital costs	Capital	1	Dec 2021 - Jun 2022	1
DCEDIY SS	AIM - Millbrook Family Support Service	EYPS	Revenue	9	Sep 2022 - Aug 2023	4
DCEDIY ECCE	Early Childhood Care & Education Programme	EYPS	Revenue	34	Sep 2022 - Aug 2023	9
DCEDIY CORE	CORE - Millbrook Family Support Service	CORE	Revenue	7	Sep 2022 - Aug 2023	5
Subtotal						86
7. Thurles Targeted Early Intervention Service						
DCEDIY SS	AIM - Thurles Targeted Early Intervention Service	EYPS	Revenue	24	Sep 2021 - Aug 2022	13
DCEDIY NCS	NCS - Thurles Targeted Early Intervention Service	NCS	Revenue	35	Sep 2021 - Aug 2022	38
DCEDIY ECCE	Early Childhood Care and Education Programme	EYPS	Revenue	49	Sep 2021 - Aug 2022	30
DCEDIY CG	Capital Grant - Improved Ventillation and Outdoor Play	Capital costs	Capital	1	Dec 2021 - Jun 2022	2
DCEDIY SS	AIM - Thurles Targeted Early Intervention Service	EYPS	Revenue	25	Sep 2022 - Aug 2023	9
DCEDIY NCS	NCS - Thurles Targeted Early Intervention Service	NCS	Revenue	17	Sep 2022 - Aug 2023	14
DCEDIY ECCE	Early Childhood Care and Education Programme	EYPS	Revenue	49	Sep 2022 - Aug 2023	19
DCEDIY CORE	CORE - Thurles Targeted Early Intervention Service	CORE	Revenue	14	Sep 2022 - Aug 2023	6
Subtotal						131

2. Breakdown of Grants Received During 2022 - Restricted (continued)

B. Pobal (continued)

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000
8. Youghal Family Resource Initiative						
DCEDIY NCS	NCS - Youghal Family Resource Initiative	NCS	Revenue	19	Sep 2021 - Aug 2022	17
DCEDIY NCS	NCS - Youghal Family Resource Initiative	NCS	Revenue	15	Sep 2022 - Aug 2023	12
DCEDIY CORE	CORE - Youghal Family Resource Initiative	CORE	Revenue	3	Sep 2022 - Aug 2023	1
Subtotal						30
9. Other						
DCEDIY VCO	Programme for VCO	Pay & general admin, service provision and specified others	Revenue	553	Jan - Dec 2022	553
SSNO	SSNO - DRCD - 2019-2022	Staffing costs	Revenue	270	Jul 2019 - Jun 2022	45
SSNO	SSNO - DRCD - 2022-2025	Staffing costs	Revenue	273	Jul 2022 - Jun 2025	46
HIF	HIF - Northside Partnership Ltd on behalf of Dublin City North CYPSC (Finglas Family Resource Centre) - DH & DCEDIY	Training and programme rollout costs	Revenue	17	Apr 2021 - Mar 2022	17
HIF	HIF - Bagnelstown Family Resource Centre (Carlow) - Tusla	Programme costs	Revenue	5	Apr 2021 - Mar 2022	5
Subtotal						666
Total Pobal - Restricted						1,402

2. Breakdown of Grants Received During 2022 - Restricted (continued)

C. HSE

Grant type	Grant name/project	Purpose	Status	Grant amount €000	Term	Cash receipts in 2022 €000
S39	Rivendell	Family Support	Revenue	214	Jan - Dec 2022	214
S39	Addiction Services - Dun Laoghaire	Family Support	Revenue	207	Jan - Dec 2022	207
S39	Special Needs Service	Disability	Revenue	172	Jan - Dec 2022	172
S39	Family Intervention Service Ballyogan	Family Support	Revenue	148	Jan - Dec 2022	148
S39	Lorien	Family Support	Revenue	112	Jan - Dec 2022	112
S39	Addiction Services - Bray	Family Support	Revenue	92	Jan - Dec 2022	92
S39	Rialto	Family Support	Revenue	49	Jan - Dec 2022	49
S39	Slaintecare Healthy Communities Programme - Athlone	Family Support	Revenue	25	Jan - Dec 2022	30
S39	Slaintecare Healthy Communities Programme - Bawnlea	Family Support	Revenue	25	Jan - Dec 2022	25
S39	Health and Wellbeing - Wexford	Teen Parents	Revenue	25	Jan - Dec 2022	25
S39	Health and Wellbeing - Clonmel	Family Support	Revenue	25	Jan - Dec 2022	25
S39	ABC Finglas	Family Support	Revenue	25	Jan - Dec 2022	25
S39	West Waterford	Family Support	Revenue	2	Jan - Dec 2022	2
Total HSE - Restricted						1,126

Abbreviations

ABC	Area Based Childhood	DH	Department of Health
AF	Additional Funding	DRCD	Department of Rural & Community Development
AIM	Access and Inclusion Model	DSGBV	Domestic, Sexual & Gender Based Violence
CORE	Core funding	EYPS	Early Years Programme Support
CYPSC	Children and Young Person's Services Committee	HIF	Healthy Ireland Fund
DCEDIY CG	Department of Children, Equality, Disability, Integration and Youth Capital Grant	NCS	National Childcare Scheme
DCEDIY CORE	Department of Children, Equality, Disability, Integration and Youth Core Funding	S39	Section 39
DCEDIY ECCE	Department of Children, Equality, Disability, Integration and Youth Early Childhood Care and Education	S56	Section 56
DCEDIY NCS	Department of Children, Equality, Disability, Integration and Youth National Childcare Scheme	SCP	School Completion Programme
DCEDIY SS	Department of Children, Equality, Disability, Integration and Youth Subvention Scheme	SSNO	Scheme to Support National Organisations
DCEDIY VCO	Department of Children, Equality, Disability, Integration and Youth Voluntary Childcare Organisation		

3. Five Year Summary of the Statement of Financial Activities

	2022	2021	2020	2019	2018
	€000	€000	€000	€000	€000
Income					
Donations and legacies	9,956	10,159	11,080	7,617	6,879
Retail	1,212	747	598	1,000	1,060
Tusla (Child and Family Agency)	10,773	10,021	9,306	9,515	8,513
Service income Guardian ad Litem	2,982	2,961	3,072	3,421	3,277
Pobal	1,359	1,431	1,245	1,374	1,801
Health Service Executive	1,079	977	960	889	933
Other statutory income	1,262	1,067	1,196	1,162	1,126
Memberships, publications and training	170	224	130	226	224
Investments and other	1	2	3	4	32
Total income	28,794	27,589	27,590	25,208	23,845
Expenditure					
Family support	9,573	9,179	8,428	8,541	8,083
Early years	3,475	3,364	3,276	3,323	3,545
Specialist services	4,263	3,278	3,342	3,250	2,804
Guardian ad Litem	2,742	2,703	2,576	2,923	2,835
Learning and development	1,167	989	787	747	1,369
Advocacy and volunteer initiative	226	156	194	302	740
Support	1,754	1,625	1,707	1,588	1,504
Subtotal of charitable activities	23,200	21,294	20,310	20,674	20,880
Raising funds	4,726	4,133	3,946	4,010	4,310
Other *	461	-	382	-	-
Total expenditure	28,387	25,427	24,638	24,684	25,190
Net income/(expenditure) for the year	407	2,162	2,952	524	(1,345)

* Other in 2022 and 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 Barnardo’s United Kingdom.

Registered Office

4 Christchurch Square, Dublin 8, D08DT63

Registration Numbers

Company Registration Number: 141526

Revenue Charity Number: CHY6015

Registered Charity Number: 20010027

Tax Reference Number: 4886561V

Board Members

Martin Dobey (Chairperson)

Prof Louise Crowley

Jane Forman (retired by rotation 6 July 2022)

Ivan Fox (Treasurer)

Irene Gunning

Gary Joyce (Vice-Chairperson)

Maria Kelly

Ken Kennedy

Sue Lamon-Diver

Denis Lucey (appointed 7 December 2022)

Gary McGann (retired by rotation 6 July 2022)

Paul O’Faherty

Trevor Spratt

Company Secretary

Kevin Gregory

Executive Management Team

Chief Executive

Suzanne Connolly

Director of Children’s Services

Siobhan Greene

Director of Finance, IT and Governance

Kevin Gregory (responsibility for HR until 19th October 2022)

Director of Fundraising, Marketing and Communications

Mary Gamble

Director of People and Culture

Martina Talbot (appointed 19th October 2022)

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

Bankers

Allied Irish Bank, 7/12 Dame Street, Dublin 2

Ulster Bank, 33 College Green, Dublin 2

State Savings, GPO, Dublin 1

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