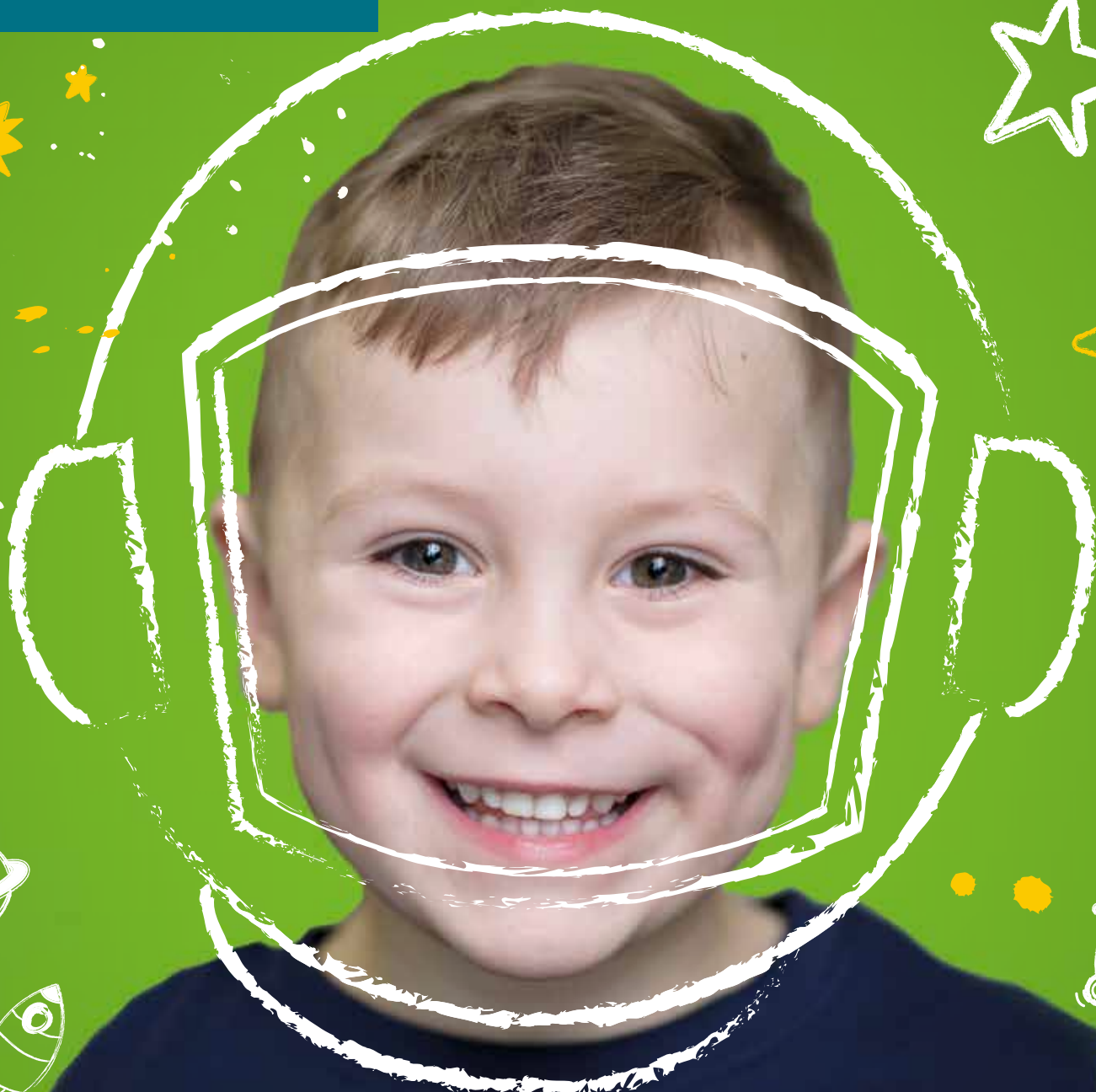


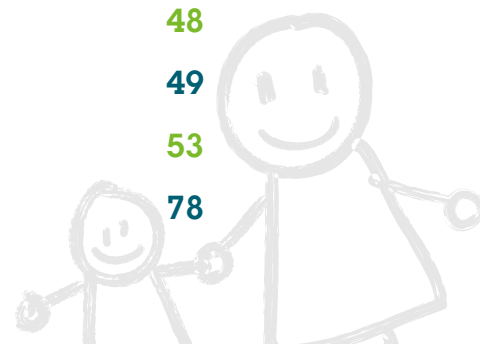
ANNUAL
REPORT AND
FINANCIAL
STATEMENTS
2018

THE EXPERIENCES WE
HAVE AS CHILDREN
SHAPE THE ADULTS
WE BECOME



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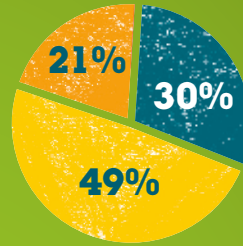
We're for **children**. We always see **hope**. We **believe** in children's rights. We **value and respect** each other. We're efficient and transparent in **our work**. We believe in **effective partnership**.

2018 at a glance

Our Mission is to help transform children's lives
 through our services; support parents and challenge society where it fails children



Age range of children



- 0-5 YRS
- 6-12 YRS
- 13-18 YRS



Who did we help in 2018?

17,799 children & families in 41 centres

How we work

with children
 building resilience



with families
 strengthening parenting skills



with schools
 developing social & emotional skills to support learning



with communities
 connecting families and local supports



Our Vision:
every child is able to reach their full potential



Our services provide



Learning



Care



Stability



Nourishment



Security




A Safe Space

**Barnardos is
for vulnerable
children;
vulnerable
children
who have
experienced an
adverse event
in their lives for
which they and
their parents
need support,
or children who
are living in
a challenging
environment
where their
needs are not
being met.**




CHAIRPERSON'S REPORT

There is an often quoted phrase from Frederick Douglass, abolitionist and statesman, which has always resonated with me "It is easier to build strong children than to repair broken men." This is at the heart of what Barnardos does - working with vulnerable children and families who have experienced or are at risk of adversity from a range of sources. In 2018, Barnardos helped 17,799 children and families. We have worked with children and families to build children's resilience and strengthen parenting skills. We have worked in schools to develop social and emotional skills to support children's learning, and we have worked within communities to connect families with local supports. We aim to protect childhood and help every child reach their full potential.



It is estimated that 15-20% of children experience some degree of social and emotional difficulties that make them vulnerable. Based on the CSO's figure for Ireland's population, this means that approximately 180,000 children in Ireland could be experiencing difficulties at any point in time. I know that many of these children will not need Barnardos services as they have enough family and social support networks and resources to buffer the impact of adversity and access the help they require but Barnardos aims to provide services to those who do. These are children who are facing challenges in one, or maybe more, of the following: in their living situation (for example, through poverty, community crime and homelessness); in their families (maybe through family conflict or domestic abuse, bereavement or acrimonious separation); in parental wellbeing (including addictions, mental illness). In addition we know that children in lone parent families have been disproportionately impacted by the austerity policies implemented in recent years. Lone parent families are consistently among the worst off in society and children in these families are particularly vulnerable.



The most effective and cost efficient way to protect childhood and to maximise children's potential is to support their family. Ensuring all parents have the knowledge, skills and resources they need to best care for their children is the best (and evidenced) method to reduce the impact of adverse experiences on children and improve their resilience and outcomes. For a variety of reasons many families need more support than friends and family can offer – and they need to be able to access skilled family support services. Proper investment in skilled family support services based in all our communities will help us build strong children and break the cycles of adversity and should be a priority investment area for any new Government.

Another year on and the housing crisis shows little signs of abating. Thousands of childhoods are being damaged by emergency accommodation or overcrowded or substandard housing. While there rightly has been much coverage of the child homelessness figures (3,559 at the end of 2018), there are thousands more who suffer hidden homelessness. These are children with no home of their own but who are not included in the Government figures and don't qualify for support services because they are temporarily accommodated with extended family or friends, usually in overcrowded accommodation unsuitable for children. We continue to see the fallout from this in our services around the country.

Against this backdrop of need, during 2018 Barnardos operated in a very competitive funding environment, both from statutory funding and fundraising perspectives. As a result we have increased concerns due to ongoing under-funding for our services by statutory funders. As a consequence of the statutory funding cuts imposed in 2009 and the fact that no cost of living increase has been applied since then, the gap between what our

programmes are costing us to run and what we are receiving from Tusla and other statutory agencies has increased significantly. While we have managed to cover the increased costs of our services for children and families and avoid reducing service provision in line with the funding reductions by using voluntary fundraising, our ability to continue to do so has reached its limit and the gap is growing beyond our ability to cover it.

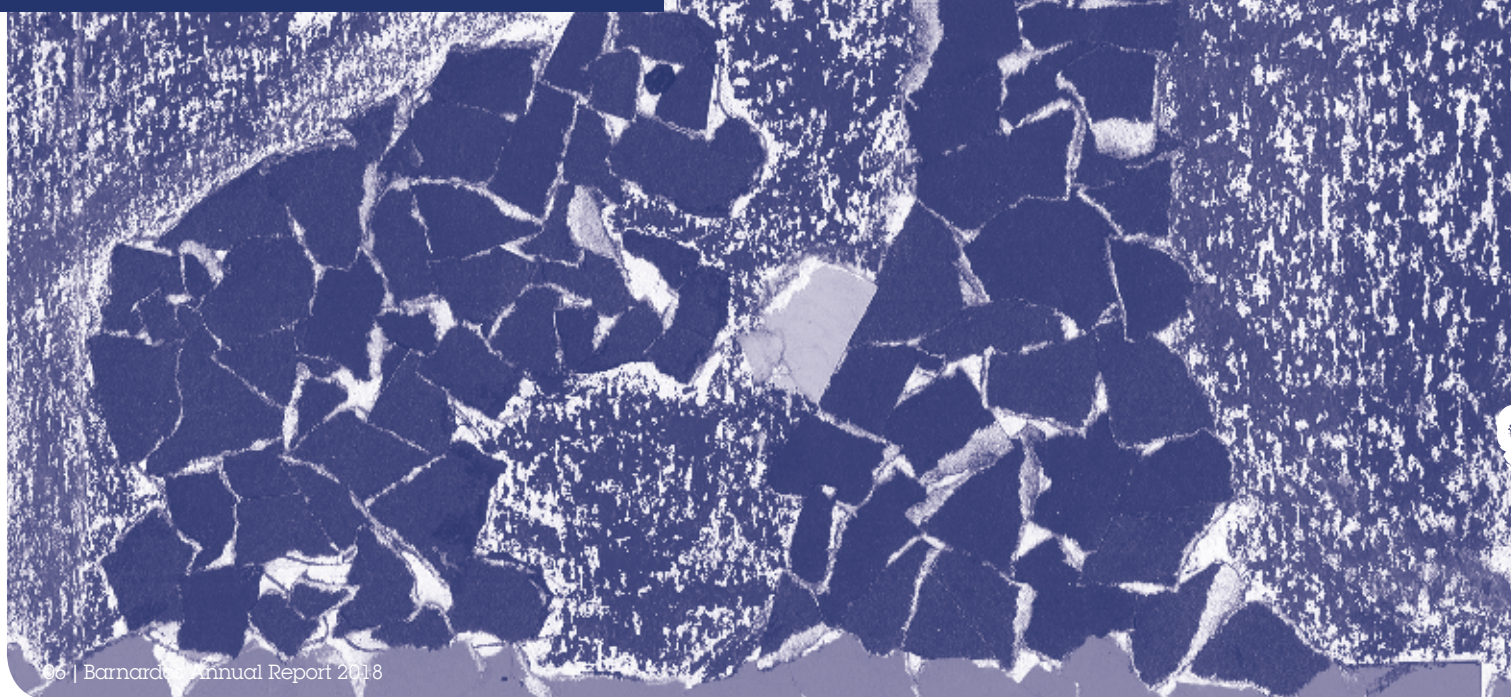
As part of our ongoing review of the strategic plan for Barnardos, with a new CEO in place since October 2018, and conscious of the financial sustainability challenges, the Board of Barnardos have decided to revise the strategic plan for the period 2019-2021. While the progress against the objectives previously set has been largely on track, the Board felt that with the appointment of a new CEO allied with funding challenges, it is opportune to relook at the strategic direction of the organisation. A new strategic plan will be presented to the Board in 2019.

Regretfully 2019 is my final year as Chair of Barnardos and I am both proud of the achievements of the organisation over the past six years of my tenure and sad at the thought of retiring as Chair. It has been my great privilege to work with a fantastic board and senior management team led by Fergus Finlay. Fergus' retirement in 2018 after 13 years at the helm was a critical juncture for Barnardos. However, with the appointment of Suzanne Connolly to the role I am confident that the organisation is in safe hands.



David Begg
Chairperson

I passionately want the Ireland that my grandchildren grow up in to be a better, brighter place for all our children, where they can all get the help and support that they need when they need it. I believe it can be done.





OUTGOING CHIEF EXECUTIVE STATEMENT



A couple of years ago, I was standing in for Santa at one of our projects in Finglas. Before Santa left the building, the boys and girls – all between four and five – decided they wanted to sing him a song. So they gathered in a circle and sang Twinkle Twinkle Little Star. All except one little boy who stared at the floor, his hands in his pockets.

I thought perhaps Santa Claus had offended him in some way. So I asked the project leader, what the problem was. "It's simple," she said. "He doesn't know the words."

I'd never met a four-year old boy who didn't know the words to Twinkle Twinkle Little Star until that moment. But this, it turned out, was a little boy who had never had a lullaby sung to him at night, nor ever had a bedtime story read to him. And we know what that gap in that little boy's life can mean. It can mean that he starts school behind. It can mean that he stays behind until, frustrated and isolated, he starts skipping school, or disrupting the class. It can mean eventually that he drops out, barely able to read and write in his mid-teens.

If that happens, it may not be long before he has his first brush with risky behaviour and then with the law. Not too long before he settles into a life where maybe he has kids of his own, who never get to hear him sing a lullaby.

It's the same cycle. I would love to think that a policy maker, listening to that and the thousands of stories we could tell, would get what's really behind it.

Through Barnardos early years work and in our family support work across our 41 centres around Ireland, we've

known children who started with us unable to keep solid food down, because they spent a lot of their first three years living on breakfast cereal. We've seen them skip out of Barnardos early years projects two years later, heads held high and schoolbags on their backs.

Starting in 2005, coincidentally the same year that I joined Barnardos, two philanthropies enabled us to consider the quality of what we were doing in our services. We took a conscious decision early on that we would use the investment resources to ensure that all of the interventions we offered children and families would be of world-class quality. We invested heavily in service design, evaluation, innovation and training. This led to a period of rapid change.

It also enabled us to invest in advocacy, and to raise our voice on behalf of all children. With a tiny and committed team, we played our role in the establishment of important institutions, like the Ombudsman for Children's Office and indeed the establishment of a Department of Children and Youth Affairs and a Minister for Children.

We led campaigns for change in the area of legislation and service provision – we strongly advocated for the establishment of TUSLA, and we support its aims and objectives. We have insisted on the allocation of greater budgetary priority for children, around issues like education and early intervention. We were involved in campaigns for change after the publication of the Ryan Report. And in 2012 we played a significant role in the Children's Referendum on children's rights.

As I came to the end of my time in Barnardos in October 2018, I thought it appropriate to ask how successful we've been. We're bigger, that's for sure. We reach more children than ever, in both intensive and in less intensive ways. We work to very high standards, and we try as hard as we possibly can to be completely accountable and transparent.

But have we done what we set out to do? Throughout my time as CEO of Barnardos, we've had the vision – to make Ireland the best place in the world to be a child. And we have aimed at the same mission over the last thirteen years - to help transform children's lives through our services, support parents; and challenge society where it fails our children.

I wish I could say that we have succeeded in all of those aims, but the truth is that there is still an enormous amount to be done and I entrust this vision to the capable hands of Barnardos new CEO (and former director of Children's Services) Suzanne Connolly.

I passionately want the Ireland that my grandchildren grow up in to be a better, brighter place for all our children, where they can all get the help and support that they need when they need it. I believe it can be done. And I will continue to do whatever I can to make that happen.



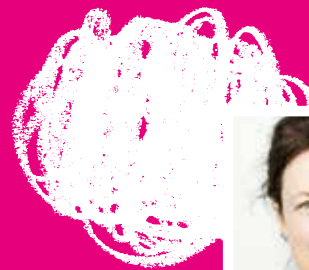
Fergus Finlay
Former Barnardos CEO



Parents and children using our services will know that they are valued and cared for and that our positive expectations of their capacity to develop and change and lead fulfilling lives is achievable.



CHIEF EXECUTIVE STATEMENT



I have always believed that what happens to us as children shapes the adults we become. I started my career as a social worker in the UK after graduating from Trinity in 1986. I was thrown right in at the deep end and spent my first years working in residential care – it was the saddest thing and made me truly believe that everything possible should be done to keep children with parents or place them with foster parents.

When I moved into working in child protection social work, I saw some of the most tragic cases of my life. Children experiencing physical and emotional abuse, children living with parents in the throes of deep addiction, children living in inappropriate chaotic households and; worst of all, children as young as five living in constant relentless fear. And as I enter my 18th year working with children in Ireland, I can sadly say that this is still the case for many children today.

Experiences such as these have a traumatic effect on children. They cause a toxic stress that adversely affects the architecture of a child's brain and influences their emotional, social, cognitive and physical development. Fundamentally, the right services delivered at the right time to parents and their children can address this toxic stress and ensure that a child develops to their potential with a sense of hope and possibility to what she/he can achieve in life. These are services that Barnardos provides.

One parent we were recently working with is called Sarah – her little boy Sam attends one of our early years services. Sarah as a child had an alcoholic father and a mum who sadly died when she was young. When Sarah was a teenager,

still a child, she met a man who beat her. Sarah became a mum at the age of 15 and stayed to protect her children. When we started working with her son Sam he was showing signs of aggression, a direct reaction to living in an abusive household. We very slowly began a relationship with Sarah to support her to be the mum her children needed, and to ultimately support her to leave the abusive situation she and her children were in.

By Sarah engaging with Barnardos and breaking this cycle, her children are less likely to carry their experiences into adulthood. She has become a great mother.

I went for the job of CEO because I have a passionate commitment to children and parents receiving the services they need to prevent the multi-generational effect of trauma, neglect and abuse. I believe that an organisation which is trauma informed can deliver better outcomes for children in Ireland. I also believe that intensive family support services need to be more widely available to children and families and I will work to highlight the gap in service provision.

Our trauma informed approach will recognise that exposure to adverse childhood experiences such as inappropriate or abusive caregiving, chaotic environments, unpredictable stress, persistent fear, or physical threat has a negative and defining impact on the developing brain of children damaging their emotional, social and cognitive development.

Our trauma informed approach will not judge, blame or shame parents rather we will help parents to change patterns of thinking, feeling and behaviour in

their lives that do not serve them or their children.

Parents and children using our services will know that they are valued and cared for and that our positive expectations of their capacity to develop and change and lead fulfilling lives is achievable.

Our work and our ethos will be informed by up to date knowledge of child and adult development because children need adults in their lives who are able to model what it means to be an effective human being in the world. We do not want any child to suffer from a poverty of expectation; a child who either consciously or unconsciously see no options available to them but to repeat the cycle of substance abuse, domestic violence and poor health that was a constant in their childhood.

The organisation, due to the leadership, passion, commitment and warmth of Fergus Finlay, is ready for the new direction and I welcome the challenge to make Ireland a better place for the children and parents with whom we work.

Suzanne Connolly
Barnardos CEO

Barnardos vision
is a country
where no child
has to suffer
and every
child is able to
reach their full
potential.



WHO WE ARE AND WHAT WE DO

OUR CHARITABLE OBJECTIVES

Providing support for children, young people and families in need

Promoting and providing assistance towards the education of children and young people in social or economic disadvantage

To provide services for and promote and advance the welfare of children, young people and their families whose lives have been affected by economic, social or other disadvantage or loss

BARNARDOS BELIEFS

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

Every child needs to have someone who looks after them and loves them no matter what

Every child should have the opportunity to learn and have fun

Every child needs to feel accepted for who they are and to be part of a circle of family, friends and community who will understand them and value their opinions

Every child should get help when they need it

BARNARDOS VALUES & CODE OF CONDUCT

1. We're for children
2. We always see hope
3. We believe in children's rights
4. We value and respect each other
5. We're efficient and transparent in our work
6. We believe in effective partnership

These values are underpinned by a set of principles and expected behaviours for all who work in Barnardos

Barnardos mission is to help transform children's lives through our services; support parents; and challenge society where it fails our children.

DIRECTORS' REPORT

The members of the Board hereby present their annual report and the financial statements for the year ended 31 December 2018

Structure, Governance and Management

Structure

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

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

Barnardos is authorised to use the name Barnardos under a licencing agreement with Barnardo's United Kingdom. The agreement was last amended in December 2017.

Governance and Management

Barnardos Board

Members of the Board are elected by the members of Barnardos at the Annual General Meeting and, subject to early retirement, serve for a three year term which may be renewed once (a total of six years). The Board has the power to appoint directors in the interim until the next Annual General Meeting.

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

The Board met six times during 2018 and attendance of current members was as follows:

NAME	MEETING ATTENDANCE IN 2018	LENGTH OF SERVICE*	PROFILE SUMMARY - A FULL BIO OF THE BOARD CAN BE FOUND ON BARNARDOS WEBSITE
David Begg (Chairperson)	6/6	5.5 years	David is Chairman of the Pensions Authority. He is a former General Secretary of ICTU and spent five years as chief executive of Concern Worldwide.
Miriam Hughes (Vice Chairperson)	4/6	3.5 years	Miriam is a seasoned Marketer and Communications Specialist. She has over 15 years' experience in client marketing from FMCG brands like Kit Kat and Nivea to Financial Services.
Martin Dobey (Treasurer)	5/6	0.5 years	Martin is a Chartered Accountant, and was the CFO at KPMG Ireland from 2006 to 2017. He retired from KPMG in May 2017.
Grainne Burke	6/6	5.5 years	Grainne has held management roles in voluntary organisations working with children and families for over 30 years.
Dr. Louise Crowley	2/6	0.5 years	Louise is a Senior Lecturer in Family Law at the School of Law, UCC where she is the Director of the LLM (Child and Family Law), the LLM (Practitioner) and the Family Law Clinic.
Sue Lamon-Diver	3/6	0.5 years	Sue has worked in the communications industry since 1987. She is currently running a successful strategic communication consultancy business.

NAME	MEETING ATTENDANCE IN 2018	LENGTH OF SERVICE*	PROFILE SUMMARY - A FULL BIO OF THE BOARD CAN BE FOUND ON BARNARDOS WEBSITE
Jane Forman	3/6	2.5 years	Jane has a background in vocational training and education and has fulfilled a number of senior management roles including programme development and business development with the Rehab Group and FAS.
Helen Kelly	3/6	4.5 years	Helen has over 25 years of banking experience with Barclays in London and Dublin.
Maria Kelly	5/6	0.5 years	Maria is a barrister practicing mainly in employment law. She has over 25 years' experience working as a senior executive in human resources and general management.
Gary McGann	3/6	3.5 years	Gary is an accountant, the chairman of Paddy Power, Betfair and Arysza, and former CEO of Smurfit Kappa and Aer Lingus.
Phelim O'Leary	5/6	3.5 years	Phelim is a founder and one of the original Directors of Behaviour & Attitudes. His career, spanning over 30 years, has seen him at the forefront of the development of qualitative research, not only within the company, but in Ireland.
John O'Reilly	6/6	5.5 years	John retired as the CEO of Paddy Power PLC in December 2005, having been with the company since its inception. He held a variety of roles and was fundamental in the development of the business and its diversification into new business channels.
Trevor Spratt	2/6	0.5 years	Trevor is a Professor in Childhood Research at Queen's University Belfast and is a Director of the Children's Research Centre at Trinity College Dublin.
Ivan Fox (appointed July 2018)	3/3	0.5 years	Ivan is Chairman of Invoicefair Limited, a technology enabled provider of working capital to Irish SMEs. He has over 26 years' experience in investment management and financial services.
Gerry Murphy (retired July 2018)	1/2	6 years	Gerry is a Chartered Accountant (FCA), an AITA Chartered Tax Adviser and a Certified Financial Planner (CFP).

*Length of service is counted from the year of appointment at the AGM

DIRECTOR'S REPORT (continued)

Structure, Governance and Management (continued)

Barnardos Board Sub-Committees

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

Audit and Risk Committee

Name	Meeting attendance
John O'Reilly (Chairperson/Director)	5/5
Helen Kelly (Director)	5/5
Jennifer Gargan	4/5
Michael Shelley	3/5

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

This Committee consists of two Board members and at least two other members, one with children's services experience and another with financial experience. The Committee meets at least four times a year in advance of Board meetings. The CEO is in attendance along with required members of the Executive Management Team. The external auditors are present at two of these meetings each year – at one meeting they outline their audit strategy and at the second meeting they outline the findings of the audit.

During 2018, the items reviewed and approved by the Audit and Risk Committee included the 2019 risk

register, an expanded programme of internal audits, an updated Data Protection policy and the organisations adherence to the Governance Code.

Finance Committee

Name	Meeting attendance
Martin Dobey (Chairperson/Director)	4/6
Ivan Fox (Director)	6/6
Gerry Murphy (Director – retired July 2018)	3/3

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

For part of 2018, the Finance Committee consisted of two members – both of whom were directors. As a result of an active recruitment drive, in 2018, to get non-board members to join the Committee, three new members will join the Committee in 2019.

During 2018, the items reviewed and approved by the Finance Committee included updated procurement procedures, the reserves policy and the 2019 budget.

Nominations Committee

Name	Meeting attendance
David Begg (Chairperson/Director)	3/3
Miriam Hughes (Director)	3/3
Maria Kelly (Director)	3/3

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. This Committee consists of a minimum of two Board members, one of whom is the Chair of the Board. This Committee meets as needed given Board and Committee requirements. The CEO attends along with required members of the Executive Management Team.

During 2018, the Nominations Committee assisted the Board with the appointment of a new CEO for Barnardos. In addition, they recommended the appointment of Ivan Fox and Irene Gunning to the Board and new members for the Services and Audit & Risk Committees. As Irene was appointed at the Board meeting in December, she will join the Board in 2019.

Remuneration Committee

Name	Meeting attendance
David Begg (Chairperson/Director)	1/1
Gary McGann (Director)	1/1
Maria Kelly (Director)	1/1
Kate Malone	1/1

The role of the Remuneration Committee is to consider and approve the remuneration of the Chief Executive and members of the Executive Management Team as well as to set the pay policy for all staff and agree the basis for any annual increases in pay. This Committee consists of at least three Board members. It generally meets at least once a year.

During 2018, the Remuneration Committee reviewed and approved the compensation package for the new CEO. They also approved a reduction in the Director salary scale.

Services Committee

Name	Meeting attendance
------	--------------------

Grainne Burke (Chairperson/Director)	4/4
Jane Forman (Director)	3/4
Stephanie Holt	3/4
Marie Kennedy	3/4
Colette McLoughlin	2/4
Irene Gunning	4/4

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

During 2018, the Services Committee reviewed and approved Barnardos Children's First Safeguarding Statement and associated Risk Assessment, the Tús Maith Wraparound Programme and the Partnership with Parents Programme evaluation findings.

Board Recruitment

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

Appointment to the Board of Barnardos, and to its relevant sub-committees, is managed by the Nominations Committee who meet on an ad hoc basis when current or upcoming vacancies are identified. It identifies the skills, experience and knowledge required from new Board member by considering the collective skill profile of the current Board. The Committee will then make recommendations to the Board.

Potential candidates are identified through a number of channels

including Boardmatch and from the non-board members who are currently on the Board sub-committees.

Training & Induction

All new directors are required to go through an induction process, which includes coverage of the aims of Barnardos and how they are being fulfilled; the role and duties of the directors; and financial and risk management.

Directors meet with the Chief Executive (CEO), other members of the Executive Management Team and other staff. All new directors are encouraged to visit one of our projects in order to gain a better understanding of the services Barnardos provides. When required, further training is arranged for individual directors or for the Board as a whole. During 2018, a number of Board members attended the Bolder Board training session organised by Charities Institute Ireland. In addition, five Board members visited a Barnardos project during the year.

Conflicts of Interest

Barnardos has a Conflicts of Interest policy in place for all Board members. The Board and the Executive Management Team make annual declarations of conflicts of interest.

No conflicts of interest were declared in 2018. One Board member was a previous employee of Barnardos and is now in receipt of a Barnardos pension relating to that employment.

Protected Disclosures

Barnardos has a protected disclosures policy in place to promote the disclosure of information relating to wrongdoing in the workplace. The policy offers protection for workers from penalisation in circumstances where they make a protected disclosure or "whistle blow" about concerns they may have about work, standards of practice or other areas of malpractice, dangerous, illegal or improper activity. No disclosures were

made during 2018.

Decision making

The Board ensure that the activities of Barnardos are consistent with its charitable objectives and aims. There are clear distinctions between the roles of the Board of Directors and the Executive Management Team, to which day-to-day management is delegated. Matters such as policy, strategic planning, and budgets are drafted by the Executive Management Team for consideration and approval by the Board, who then monitor the implementation of these plans.

The Executive Management Team are the Key Management Personnel of Barnardos. In October 2018, Suzanne Connolly replaced Fergus Finlay as the CEO of Barnardos.

Board evaluation

In December 2018, the Board carried out a self-assessment of its role and effectiveness – following on from this assessment it was agreed that the Board should have an external evaluation every three years and that more project visits are needed to build on the Boards understanding of the work of Barnardos.

Standards

The Board of Directors of Barnardos is committed to maintaining high standards of corporate governance and is a Triple Locked member of the Charities Institute Ireland (CII). This means that our Board has formally adopted and monitors compliance with the *Guidelines for Organisations on Fundraising from the Public* and the *Governance Code for the Community and Voluntary Sector*. In addition, Barnardos prepares an annual report and financial statements in full compliance with the *Charities SORP (Statement of Reporting Practice under FRS102)* each year and makes them available to the public on our website



Child Safeguarding Statement

Barnardos is committed to keeping children safe from harm.

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

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

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

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

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

We respond to all concerns as quickly as possible.

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

Barnardos has 420 staff in 50 locations. We have seven shops, two administrative sites and 41 service centres. *(updated 31.12.2018)

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.



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

Noah

Noah is 6 years old and lives with his mum and baby brother in a deprived, run-down area. Their home has been broken into a number of times, and violence and drug use are rife in their neighbourhood.

As the weather changed, Noah's mum had to decide whether to feed the family, or heat their home and keep the lights on as the evening drew in. Many times she went hungry to feed her two boys.

Noah spent all day inside; his mum was simply too scared to let him out. Noah's mum wanted better for her two sons but she just couldn't see any way out of the black hole they were in.

When Noah first came to Barnardos he wouldn't talk. Noah's project worker got some paper and coloured pencils and asked Noah to draw his "House of Worries" and to put in everything that worried him. The picture he painted was bleak. He drew his mum with a sad face, a fridge with no food in it, himself in bed keeping warm and a big angry looking man with a knife outside. Next, Noah drew a "House of Good Things". Noah drew his baby brother big and smiling, taking up most of the space.

Lastly, Noah drew a picture of his "House of Dreams". He drew trees, flowers and a shining sun. He drew spaghetti bolognese and sausages and himself, his mum, and his baby brother all smiling and laughing.

Like any 6-year-old, Noah only wants simple things - food in his belly and for his family to feel safe, secure, and happy. Thankfully, we were able to help Noah and his family achieve this.

Noah began attending our Barnardos Breakfast Club and After School Group where he got a hot nutritious meal every day, and had space to play and to make new friends. We also supported mum's parenting; she received practical support with things like budgeting and help accessing the right services for her children. With the public's support, Barnardos can be there for vulnerable children like Noah and their families. Our centres provide a lifeline to children and families - giving them a safe space, a friendly face and proven programmes to help them escape the vicious cycle of poverty and improve their lives, no matter what their circumstance is.



STRATEGY, OBJECTIVES AND ACTIVITIES

Barnardos Objectives and Activities

The charitable objectives of Barnardos are to:

- Provide support for children, young people and families in need.
- Promote and provide assistance towards the education of children and young people in social or economic disadvantage.
- Provide services to promote and advance the welfare of children, young people and their families whose lives have been affected by economic, social or other disadvantage or loss.

We aim to achieve these objectives by providing services for children and families from our 41 centres and by challenging society where it fails our children.

Our service activities include Family Support Programmes, Early Years Services, Guardian ad Litem Support (GAL), Friendship Groups, Breakfast Clubs, Teen Parent Support, Bereavement Service, Post Adoption Support Services, Area Based Childhood Initiative (ABC) and Family Resource Centre (FRC). The varied nature of our activities is reflective of the diverse needs of the children and families we work with.



Strategy 2017-2021

Barnardos Strategy 2017-2021 focuses on achieving the best outcomes for children in Ireland, working with them and their families through both our services and our advocacy. Five key principles inform our work with children and families. We believe that:

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

To achieve our strategic outcomes, we have set goals in line with these principles.

	STRATEGIC GOALS 2017-2021	LONGER TERM OBJECTIVES 2017-2037
RIGHTS & VOICE	<p>Highlight the importance of childhood and the impact of neglecting children's needs at a societal level.</p> <p>Campaign for genuinely free primary education system.</p> <p>Campaign to achieve full translation of Article 42a of the Irish Constitution into Irish laws, policies and services.</p> <p>Work to improve the Guardian ad Litem service to ensure children's voices are heard in proceedings.</p>	<p>A right for every child to:</p> <p>Adequate and safe housing</p> <p>A standard of living adequate for the child's physical, mental, and social development</p> <p>Be protected from abuse, neglect and exploitation</p> <p>And to have these rights established in law, supported in policy, and implemented consistently.</p>
SUPPORT & PROTECTION	<p>Child and family support and protection</p> <p>Build on the Barnardos child and family support services by offering a range of Barnardos services wherever we work – from practical home support to more intensive family support and related services.</p> <p>Campaign to increase the provision of routine timely family support to all families.</p> <p>Early Years</p> <p>Further develop Barnardos early years related services.</p> <p>Campaign to support the need for quality early years services across the country.</p> <p>Support improvements in early years service provision through training and publications.</p>	<p>The provision of routine timely support via multiple pathways to all families and children through programmes and outreach to families to support the social and emotional development and well-being of children.</p> <p>Improved integration and consistency in service planning and delivery to improve health and wellbeing outcomes ensuring children's health is protected equally and on a timely basis.</p> <p>Seamless continuum of quality care offered through a comprehensive child welfare and protection system.</p>
EDUCATION	<p>Expand our programmes in schools and develop our support of school completion programmes.</p> <p>Campaign to develop an awareness of the need of these school support services.</p>	<p>Improved quality early years services combined with targeted outreach to support and increase take up by children aged 0-5yrs from disadvantaged families.</p> <p>Extension of the role of schools in supporting families and communities in taking a whole child approach in education and a consistent implementation of extended services in and around schools to reduce social inequalities in pupil's educational outcomes.</p>
PARTNERSHIP	<p>Work in partnership with parents, children, and other organisations to ensure a child's needs are met.</p> <p>Grow our non-statutory fundraising efforts, increase our statutory funding by moving as close as possible to recovering our costs, and win new business.</p>	<p>Work in partnership with parents and other organisations to ensure a child's needs are met.</p>

Monitoring and implementation of the Strategic Plan

In 2018, each department set specific objectives against these strategic goals, as can be seen in the achievements and performance section. These objectives were collated into a complete set of Key Performance Indicators (KPIs) for 2018, which was approved by the Board. Progress against the KPIs was reported to the Board at each Board meeting, as part of the CEO Report, and an annual report was prepared for the February 2019 Board meeting.

As part of its ongoing review of the overall strategic plan, combined with a new CEO being in place since October 2018, the Board of Barnardos agreed at the December 2018 Board meeting that the current strategic plan needed to be revised.

While the progress against the objectives set in the strategic plan had been largely on track, the Board felt that with the appointment of a new CEO in October allied with funding challenges, it was opportune to relook at the strategic direction of the organisation. Please see Plans for the Future for more details. A revised strategic plan will be presented to the Board in 2019.

ACHIEVEMENTS AND PERFORMANCE

In 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 houses, schools or Barnardos centres. Our achievements during 2018 and our performance against targets set are outlined in this section.

Family Support Services

Family Support is about providing help to children and families who are vulnerable and in need of support. We respond to the individual child and family by assessing their needs and carefully tailoring a package of services to respond to those needs.

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 child and help them to meet their child's needs.

Barnardos Family Support Services are based at the heart of their local communities. Some of our Family Support Services have a particular focus, for example, families impacted by parental drug misuse, while others respond to a range of needs. Barnardos provides 20 Family Support Services nationally.

Objectives

Our ongoing objective, within family support, is to equip families with the necessary skills to cope better and thrive, particularly in times of crisis in their lives. Specific objectives for 2018, which were set in line with our strategic plan, are outlined in the table below:

	STRATEGIC PLAN 2017-2021	2018 OBJECTIVES
SUPPORT AND PROTECTION	<p>Build on the Barnardos child and family support services by offering a range of Barnardos services wherever we work – from practical home support to more intensive family support and related services.</p> <p>Campaign to increase the provision of routine timely family support to all families.</p>	<p>Undertake the qualitative evaluation of Barnardos Partnership with Parents and Tender Loving Care programmes.</p> <p>Design and pilot the Individual Work with Children service.</p> <p>Continue to roll out universal service provision in the three areas – Mullingar, Dublin 12 and Dublin North (ongoing).</p> <p>Continue to roll out the Birth – two years parenting programme.</p>
PARTNERSHIP	<p>Work in partnership with parents, children, and other organisations to ensure a child's needs are met.</p>	<p>Work with Tusla with regards to the implementation of Signs of Safety as it relates to our work.</p>

Activities and Achievements in 2018

During 2018 we successfully grew our reach with our new **Family Resource Centre (FRC)** in Finglas West and the expansion of our **Tender Loving Care (TLC) Kidz programme**. We also carried out a wide range of activities in furtherance of our objectives - some key achievements are highlighted below:

We successfully launched the evaluation of the **TLC Kidz** programme. TLC Kidz is a 12 week, group based intervention programme for children and their mothers who have experienced domestic abuse. The evaluation found that the programme contributes to positive outcomes for children and mothers recovering from domestic abuse and that these outcomes were sustained and enhanced over time. Organisational findings included the need for a greater emphasis on interagency working and an increased awareness on the negative impact of domestic violence.

We concluded a mixed method (quantitative and qualitative) evaluation of our in-house designed **Partnership with Parents (PWP)** programme. Barnardos PWP programme is designed to support parents to build their parenting skills. The evaluation found statistically significant gains were achieved in areas of support, satisfaction, involvement, communication and autonomy.

We were awarded the tender for a new **Family Resource Centre** in Finglas West. The Family Resource Centre (FRC) has adopted a strong community development approach to working with children and their families by integrating a participative approach to all its work. During the year, the staff team were recruited, funding was secured for a new premises and the draft service logic model was developed in partnership with representatives from all voluntary and statutory services and community members.

Performance Against Objectives:

The effectiveness of our services were measured with our substantive evaluation of our Partnership with Parents programme and the evaluation of our Tender Loving Care programme.

Our new **Individual Work with Children** service design was developed and reviewed. However, due to other work priorities, the pilot was delayed. It is planned that the programme will be finalised in Q1 2019 and that a training plan will then be developed.

We continued to roll out additional **Universal Service Provision** in Dublin North, Mullingar and Dublin 12. Within these areas, we have provided a mix of group based services including parent-toddler groups and support for parents. In 2018, 149 children and 104 parents received a service across these three sites.

We continued to roll out our **Birth-2 years** Parenting Support Programme. This is a one-to-one intensive home-based parenting programme based on our Partnership with Parents programme. We worked with 453 children aged 0-2 years in 2018.

We worked with Tusla to deliver the **Signs of Safety** model in Dublin North to 113 families.

Early Years Services

Barnardos currently runs seven Early Years Centres in Dublin, Cork and Thurles. All children participate in Tús Maith, our early years programme. This is a centre-based early-years care and education programme, with a particular focus on children aged three to five years from disadvantaged groups and those living in challenging family circumstances. The aim of our early years service is that the children attending the service will be ready for primary school and will develop the specific physical, emotional and cognitive skills necessary for this transition.

Objectives

Our ongoing objective, within our Early Years Service, is support the children to learn, develop, and increase their readiness for school. More specific objectives for 2018, which were set in line with our strategic plan, are outlined in the table below:

	STRATEGIC PLAN 2017-2021	2018 OBJECTIVES
SUPPORT AND PROTECTION	<p>Campaign to support the need for quality early years services across the country.</p> <p>Further develop Barnardos early years related services.</p>	<p>Work collaboratively with partners for increased investment in the sector.</p> <p>Continue to roll out the early years wraparound service until June '18.</p>

Activities and Achievements in 2018

During 2018, 30 additional children accessed our seven Early Years Services. In addition to our regular work in our early years centres, we engaged in a number of activities to achieve our objectives for 2018 – some key activities and achievements are highlighted below:

We worked with the **'Big Start'** Coalition in 2018. The 'Big Start' campaign coalition aims to radically transform the Early Years Education and Care sector so that it is high quality, affordable, accessible, with delivery by qualified professionals who are paid a decent wage. The coalition is comprised of SIPTU, Barnardos, the National Childhood Network, national organisations, academics and early years professionals.

We continued to operate our **Early Years Wraparound** service in two sites in Dublin. The wraparound service provides an innovative home-based programme which mirrors the Tús Maith curriculum in the classroom to include parents as key partners in their child's development. In total 13 parents participated in the service.

A Barnardos Early Years group was established to review and standardise our early years model across all of our sites. This resulted in the streamlining of our procedures to ensure consistency of service.

Performance Against Objectives

Although not as much as we would have liked, the 'Big Start' coalition contributed to the achievement of more investment in childcare services in Budget 2019, the extension of paid parental leave and the publication of 'First 5 National Early Years Strategy' which contains some of our core recommendations, tiered parenting support and quality childcare.

The pilot scheme for the Early Years Wraparound service ended in June 2018. A mixed methods (quantitative and qualitative) evaluation of the programme was concluded in 2018. This small evaluation identified positive results across all domains. Outcomes for children and families involved in the programme included improved consistency between home environment and early years setting, improved parent-child communication and decrease in behavioural difficulties. Unfortunately, we were unable to secure funding to continue with our Early Years Wraparound programme, despite positive evaluation findings.

ACHIEVEMENTS AND PERFORMANCE (continued)

Guardian ad Litem Service

Barnardos has been providing Guardian ad Litem (GAL) services in Ireland for more than 25 years.

A Guardian ad Litem supports children to have their voice heard in certain types of legal proceedings, and makes an independent assessment of the child's interests.

A Guardian ad Litem is an experienced and qualified person with expertise in working with children who have been through difficult home and family situations and have often experienced trauma and loss.

Objectives

In late 2017, the Department of Children and Youth Affairs (DCYA) indicated its intent to set up an Executive Office for all Guardian ad Litem services. This means that the Barnardos GAL service will close, once this Executive Office is operational. With this in mind, the objectives for 2018 are outlined in the table below:

	STRATEGIC PLAN 2017-2021	2018 OBJECTIVES
RIGHTS AND VOICE	Work to improve the Guardian ad Litem service to ensure children's voices are heard in proceedings.	<p>Contribute to a State developed national GAL service as outlined by DCYA.</p> <p>Manage our GAL service to a high standard during the transition.</p>

Activities and Achievements in 2018

During 2018, the activities that were carried out in furtherance of these objectives included:

We supported a panel of 31 Guardians who were available for appointment by the Court to act as Guardians ad Litem, to represent the voice of the child in Child Care proceedings.

These Guardians were selected through a rigorous interview process supported by full references and Garda vetting.

Our Guardians were provided with ongoing supervision, training and peer support as part of the Barnardos Guardian ad Litem team.

The Head of Barnardos Guardian ad Litem Service was seconded to the DCYA for two days a week, as a member of the project team to set up the Guardian ad Litem Executive Office within the DCYA.

Performance Against Objectives

The secondment of the Barnardos Head of Service to DCYA brings experience and understanding of the role of the Guardian in childcare cases and of managing a Guardian ad Litem service. To date, she has supported the development of the transition through the mapping of existing services, and assisting with the development of policies, procedures and practice for the National Service.

We continued to operate a GAL service seamlessly throughout 2018.

Specialist Services

Barnardos offers a range of specialist services including a Bereavement Support Service, Post Adoption Service (PAS), Teen Parent Support Programmes, Better Finglas (ABC initiative) and a Special Needs service.

Barnardos also delivers a number of services within schools including Roots of Empathy and Wizards of Words.

Objectives

Our ongoing objectives with regards to our specialist services are to increase our service provision in schools; increase the number of children and families benefiting from our services, and to provide specialist therapeutic services to children and families experiencing adversity and trauma. More specific objectives, which were set in line with our strategic plan, are outlined in the table below:

	STRATEGIC PLAN 2017-2021	2018 OBJECTIVES
EDUCATION	<p>Expand our programmes in schools and develop our support of school completion programmes.</p> <p>Campaign to develop an awareness of the need of these school support services.</p>	Expand Roots of Empathy in Cork and Waterford.
PARTNERSHIP	<p>Grow our non-statutory fundraising efforts, increase our statutory funding by moving as close as possible to recovering our costs, and win new business.</p>	Continue to be responsive and proactive in relation to new opportunities.

Activities and Achievements in 2018

In furtherance of these objectives, and in addition to our regular work, we carried out a wide range of activities – these included the following:

The expansion of the **Roots of Empathy (ROE)** programme - Roots of Empathy is an evidence-based programme delivered in primary school classrooms. It has shown that it can have a significant effect in reducing levels of aggression among school children by raising social-emotional competence and increasing empathy. During 2018, we expanded the Roots of Empathy programme to the Cork and Waterford areas, thanks to support from the Tomar Trust. A total of 28 programmes were up and running in Cork and Waterford at year end. Our Roots of Empathy service nationally also continued to grow and 6,040 children received the service in 2018.

The expansion of our **Post Adoption service** - This service provides a specialist therapeutic service to children and teenagers who are adopted both internationally and domestically - and their parents. In 2018, we were granted funding to expand this service to Cork and Galway. Work commenced on the operational setup for the service in these locations in 2018 and they are due to commence in early 2019.

We continued our work with teen parents in Finglas, Tallaght and Wexford. Barnardos **Teen Parent Support** Programmes work with young people who become parents under 19 years of age and continue to support them until their child reaches two years of age.

We continued to run our **Wizard of Words** programme, which is an inter-generational paired reading programme, in 15 schools across Dublin.

Better Finglas, our **Area Based Childhood (ABC) programme** went from strength to strength. It is an early intervention and preventative initiative which aims to break the intergenerational cycle of poverty, poor educational attendance and unemployment. In 2018, 131 children accessed its literacy programme; 1,101 parents and 499 children connected with its pregnancy and parenting strands; 441 children were supported in their transition to primary school and 29 Early Years settings received support, mentorship and training.

Performance Against Objectives

In 2018, we increased the number of children who participated in our Roots of Empathy by 1,240 on the 2017 figures and we established a further 28 programmes in Cork and Waterford by year end.

In our specialist adoption services, we responded to a new opportunity for growth, which will mean that greater numbers of parents and children will be able to avail of our support from 2019.

ACHIEVEMENTS AND PERFORMANCE (continued)

Learning and Development Service

Barnardos is committed to supporting learning and development to achieve positive outcomes for children and families. We do this by offering training, library services, publications and practice support. These services are provided to parents; voluntary, statutory and community organisations; students; primary and secondary schools; further education institutions and Barnardos' staff.

Objectives

The specific goal of the learning and development function is to support the development of quality practice. More specific objectives, which were set in line with our strategic plan, are outlined in the table below:

	STRATEGIC PLAN 2017-2021	2018 OBJECTIVES
SUPPORT AND PROTECTION	Support improvements in Early Years service provision through training and publications.	Produce two publications and two issues of Childlinks to support the development of the sector.
EDUCATION	Expand our programmes in schools and develop our support of school completion programmes.	Increase provision of Internet and Cyber-bullying training.
PARTNERSHIP	Work in partnership with parents, children, and other organisations to ensure a child's needs are met.	Expand and develop external child protection training.

Activities and Achievements in 2018

Further to these objectives, and in addition to our regular work, we carried out a wide range of activities – these include the following.

We undertook a review of our child protection policies and training pack in line with the new Childrens First legislation.

We developed **Barnardos Safeguarding Statement** and we delivered child protection training internally to 72 staff. In addition 294 staff completed the Tusla online Children First training.

We produced three Childlinks issues which focused on Childhood Trauma, Diverse Families and Children and the Digital World. In addition, a publication on Nurturing Babies Learning & Development was published. Working in collaboration with Tusla, we produced guidance and policy samples/templates to support early years providers to develop policies, procedures and statements to meet legislative requirements.

We continued providing a wide range of external training courses. In addition to our cyber-bullying workshops, we delivered 109 external tailored training events with 1348 participants and a further 25 public events with 284 participants.

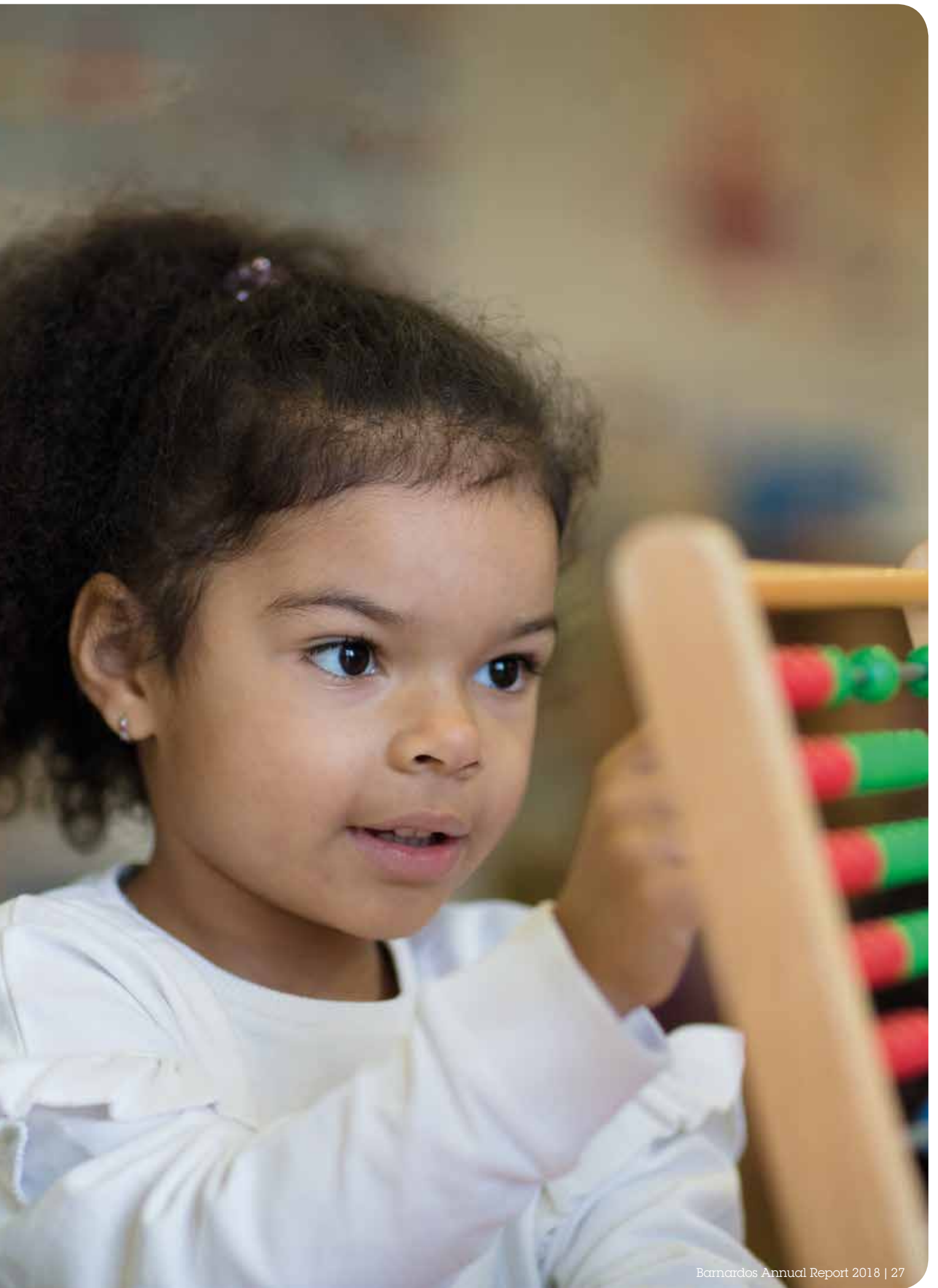
We expanded our Library service with 378 additional Tusla staff registered and 557 library transactions with Tusla members during 2018.

Performance against Objectives

As outlined above we created and published useful and accessible publications to support the professional development of people working in the early year's sector.

In 2018 we delivered 126 cyber-bullying workshops in schools - 78 for children and 48 for parents. These workshops are based on up-to-date information on child development, and preventing and responding to cyberbullying.

We updated our child protection training pack and there was a continued demand for child protection training.



ACHIEVEMENTS AND PERFORMANCE (continued)

Advocacy

Barnardos policy and campaigns team advocate for children's rights and to improve policies, laws and services for all children in Ireland. Our campaigns are grounded in the experiences of the families we work with.

Our advocacy activities in 2018 ensured we strengthened our political impact and voice, while getting the largest ever number of people following and supporting our campaigns.

Objectives

The objectives for 2018, which were set in line with our strategic plan, are outlined in the table below:

STRATEGIC GOAL	STRATEGIC PLAN 2017-2021	2018 OBJECTIVES
RIGHTS & VOICE	<p>Highlight the importance of childhood and the impact of neglecting children's needs at a societal level</p> <p>Campaign for a genuinely free primary education system</p> <p>Campaign to achieve full translation of Article 42a of the Irish Constitution into Irish laws, policies and services.</p>	<p>Complete development of 'LOST' campaign and launch it. Plus:</p> <ul style="list-style-type: none"> • Implement 'LOST' website (or microsite) • Create, launch, promote, and distribute materials (online & offline) connected with 'LOST' campaign. <p>Compile Pre-Budget Submission with key recommendations based on 'LOST' campaign.</p> <p>Conduct, publish, promote annual school costs survey & get more political buy-in to our proposal for free primary level education.</p> <p>Feed into Review of Child Care Act 1991, monitor, and influence the passage of relevant legislation such as Public Health (Alcohol) Act, School Admissions Act and Domestic Violence Act.</p>
PARTNERSHIP	<p>Work in partnership with parents, children, and other organisations to ensure a child's needs are met.</p>	<p>Focusing on Homelessness in 2018</p> <ul style="list-style-type: none"> • Respond to monthly figures (nationally & regionally) and monitor Rebuilding Ireland Plan • Examine scale of hidden homelessness with parents & other organisations. • Join and be proactive member of Irish Coalition to End Youth Homelessness

Activities and Achievements in 2018

The **LOST Campaign** was launched on the 20th of February 2018 across multiple media platforms including TV, radio, print and billboards with the intention of raising funds and building a social movement calling for more political action to prioritise children. The campaign highlighted that one in seven children are LOST to homelessness, poverty and neglect. It presented clear evidence based recommendations focusing on investment in family support, early years, education, health and housing. A suite of political engagements and online activities were undertaken to garner support and reach and engage new audiences throughout the year.

Over 2,200 parents across the country completed our **School Cost** survey (highest number ever) clearly highlighting the significant financial burden they experience annually coping with 'back to school costs'. The findings of the survey were packaged into a report, press release and infographic and were widely disseminated.

Advocacy actively lobbied to make sure key pieces of legislation were strengthened by emphasising children's rights. These included the Public Health (Alcohol) Act 2018, School Admissions Act 2018 and Domestic Violence Act 2018 as well as feeding into the review of the Child Care Act 1991. Barnardos advocacy position papers on reforming parental leave entitlements, the Public Health Nurse system and extending the Early Childhood Care and Education scheme were finalised.

2018 saw significant participation of children and parents in our work. The **Barnardos Glór na nÓg** project actively involved children in our Budget 2019

work through participative workshops. A video and poster capturing their priorities for Budget 2019 were created and disseminated. As a result of this project, we developed a policy on how to embed children's participation in our Advocacy work.

We worked collaboratively with other NGOs throughout 2018 to highlight hidden homelessness and met numerous politicians on this.

Performance against Objectives

The LOST campaign garnered significant media and political coverage. The campaign was raised numerous times in the Dáil and Seanad and there was a strong turnout from all political parties at our LOST political briefings. Our ambitious target of recruiting 25,000 new campaigners was nearly achieved as we had over 21,500 new supporters by the end of the year. However, while the campaign was successful from an advocacy point of view, it did not meet the fundraising targets set. While in terms of audience reach, the campaign was successful and received a lot of coverage, it had too many performance targets and we did not have sufficient budget to make a sustained impact over time.

Child poverty formed a key part of measures announced in Budget 2019 e.g. social welfare changes. While there was an increased investment in childcare and in school capitation rates, we would have liked to see more focus on targeted supports for children.

Minister for Children & Youth Affairs Katherine Zappone sought Barnardos advocacy position papers on reforming parental leave entitlements, the Public Health Nurse system and extending the Early Childhood Care and Education scheme. Core recommendations put

forward by Barnardos are now included in the First 5 Strategy: A Whole of Government Strategy for Babies, Young Children and their Families 2018-2028.

On foot of publication and promotion of our waiting lists work, opposition parties used our data to apply pressure to An Taoiseach Leo Varadkar who in response has committed to conduct a review of resources and staffing in Child and Adolescent Mental Health services to help tackle regional variations.

We issued monthly responses to homeless figures which received strong media coverage throughout the year.

ACHIEVEMENTS AND PERFORMANCE (continued)

Fundraising & Retail

In 2018, as the demand on our services for children grew, the dependence on our capacity to raise voluntary funds became even more crucial. The generosity of Barnardos supporters continues to inspire us and we are truly grateful for their continued support.

Objectives

The objectives for 2018, which were set in line with our strategic plan, are outlined in the table below:

STRATEGIC GOAL	STRATEGIC PLAN 2017-2021	2018 OBJECTIVE
PARTNERSHIP	Grow our non-statutory fundraising efforts; increase our statutory funding by moving as close as possible to recovering our costs, and win new business.	<p>To monitor and manage a diverse range of fundraising streams.</p> <p>Continued growth and stewardship of our committed donors.</p> <p>Development of philanthropic partnerships to deliver sustained income over multi annual strategy.</p> <p>Generate restricted and unrestricted income of €7.9 million during 2018.</p>

Activities and Achievements in 2018

Committed Giving

The Barnardos family of regular and committed donors continued to grow in 2018 and for the first time income from our individual donors broke through the €4 million mark.

Our donors are at the heart of everything we do and our focus on donor care has had a huge impact on strengthening this relationship. Our direct recruitment teams continue to share our work with the public by letting people know about the vital services we provide to vulnerable children and their families across the country.

Our telephone team play a big part of our donor care strategy, each connection made is a chance for us to thank donors and to let them know how important their donations are to the lives of the children we support.

Philanthropy (Trusts & Foundations and Major Donors)

Our philanthropy income line had an extremely successful year with more organisations committing to fund specific services for children and families over a multi-year basis.

In August, we invited The Ireland Funds to come and visit our Barnardos Breakfast Club in Limerick and to meet the children who use the service. Our American visitors were served an extra delicious breakfast of pancakes and strawberries and the children had a great time welcoming their guests.

We also welcomed John and Eithne Fitzpatrick to our centre in Finglas to see the Eithne and Paddy Fitzpatrick Memorial Fund plaque that has pride of place at the entrance of the building. We were thrilled to show our VIP visitors the impact that their donations have made and to express our continued gratitude for their support.

The Social Innovation Fund began a four-year grant partnership with Barnardos in 2018 to support the expansion of our Roots of Empathy programme. The Community Foundation for Ireland provided significant support across various service areas to Barnardos in 2018 - we are delighted to continue to work in partnership with them in 2019.

We would also like to express our sincere gratitude to The Tomar Trust and The Coppin Trust for their ongoing support for the vital work we deliver for children and families living in disadvantaged communities across Ireland.

Partnerships, National Campaigns and Community Events (Corporate, Events and Schools)

Barnardos National Collection Day kindly supported by Dell has gone from strength to strength and in 2018 we had over 2,000 volunteers raising funds across the country. We introduced our Bike for Barnardos event in Dublin and had companies brave the elements at the top of Grafton Street cycling nearly 1,200 kilometres in just four hours. We are indebted to the wonderful volunteers who helped us raise funds for our work with vulnerable children and their families.

Last year saw the launch of the Barnardos Code Work Clubs kindly supported by Dell in three of our After School Clubs to boost the digital literacy of children living in disadvantaged communities. We were grateful to work with so many engaged Dell volunteers in Dublin, Cork and Limerick to not only devise and deliver this incredible programme but to also support our National Collection Day which Dell kindly sponsor.

The Barnardos Big Toddle sponsored by Toddlebox celebrated its 15th anniversary and a number of special events were held in 2018 including our Toddle Talk parenting panel event

and our public Big Toddle event at the Airfield estate in Dublin to celebrate reaching this wonderful milestone.

We have been fortunate to have the continued support of many incredible companies who are committed to our work with children including Saint-Gobain, Essential Supplies and Cadbury and we were also delighted to welcome new partnerships on board including IKEA, The Irish Sun and Dublin's Q102.

We finished out the year with the launch of the inaugural Making Spirit's Bright Christmas campaign with the generous assistance of The Sunday Business Post and worked in partnership with Newstalk for a successful one week on air campaign in December to raise the awareness of Barnardos transformative work with children and families throughout the year but particularly at Christmas.

Retail

Our network of shops across the country continue to be the face of Barnardos on the high street and total income from our Retail division was just over €1 million in 2018. Our brand new store in Dalkey opened its doors to the village in August and we are very grateful for the warm welcome we have received from the local community.

Sadly, 2018 saw the doors close for the last time on the Barnardos Rathmines shop, which closed due to rent increases in the local area. We are immensely grateful to the staff, volunteers and customers who supported the shop for over 33 years.

We were delighted to once again receive recognition at the ICSA Awards this year, winning first place in the Charity Shop Window category for our window display in Wexford and also the Irish Charity Shop Volunteer of the Year for the wonderful Mary Bolger from our Carlow shop who has been volunteering with us for 15 years!

Performance against Objectives

The target for income from retail and fundraising activities for the year was budgeted at €7.9m – the actual amounts reflected in the financial statements amount to €7.3m (excluding Community Employment schemes and

Donations in Kind). Part of the reason for the variance is that some income received in 2018 has been deferred until 2019, in line with Charities SORP accounting rules.

While our LOST campaign resulted in an increase in supporters for Barnardos, it didn't result in the increased number of regular donors that we had expected. However the content used for this campaign has been key in developing our new digital fundraising strategy – which we plan on growing in future years.



The Barnardos Big Toddle sponsored by Toddlebox celebrated its 15th anniversary at the Airfield estate in Dublin.



The children of the Limerick Breakfast Club welcomed our American visitors



Making Spirit's Bright Christmas campaign with Amy Huberman



We welcomed John and Eithne Fitzpatrick to see the Eithne and Paddy Fitzpatrick Memorial Fund plaque



Our brand new store in Dalkey opened its doors to the village in August



We launched the Barnardos Code Work Clubs to boost the digital literacy of children.

OUR PEOPLE

Our staff

Our services to children and families rely on the professionalism and commitment of the entire Barnardos team. At the end of 2018 we had 420 employees, (48% full-time, 52% part-time). In 2018 our average employee numbers were 430 (2017: 419).

In October 2018, we appointed a new Chief Executive and the Remuneration Committee of the Board set the salary scale for this appointment. As our new Chief Executive had previously been our Director of Children's Services, we recruited a new Director of Children's Services who also commenced in October 2018.

We strive to be an employer of choice in our sector. Our remuneration policy is to match the relevant job market within the bounds of fiscal responsibility and affordability.

In addition to competitive rates of pay, we aim to provide our employees with career development opportunities, training and development opportunities, and attractive work life balance and leave arrangements. We also provide supports such as our Employee Assistance Programme, and we have recruited a group of our employees to become involved in a Health and Wellbeing Group to support employees in their work.

To support them in achieving our strategic goals, our employees attended 1,197 training days across 32 courses, an average of 2.85 days per employee. Key trainings included data protection, child protection (safe guarding), electronic record keeping (to support our new services system), manual handling, first aid, and a range of both service specific training and other required training.

Our absence rate was 4.4% in 2018.

Our volunteers and community employment schemes

Barnardos continues to receive a significant volume of queries from people across the country to volunteer with us. It is always humbling to see how generous people are with their time and skills for the benefit of our services and the children we work with. In return, we always make sure volunteers are recruited, trained, managed and supported to the highest standard. On average, in addition to those that volunteered on our National Collection Day, 320 volunteers were active throughout 2018. These active volunteers engaged in such roles as assisting in parent and toddler groups or breakfast clubs, manning helplines, facilitating the Roots of Empathy programme and the Wizards of Words reading programme in numerous primary schools, providing administration support and selling and sorting stock which is donated to our seven shops and of course, our Board and Committees.

Our Wizard of Words program is a volunteer led paired reading programme operating in 15 schools across Dublin and continues to go from strength to strength. We had 145 volunteers involved in Wizard of Words (WoW) during the 2017/18 academic year and at the end of that academic year we lost 14 volunteers. We recruited an extra 21 volunteers for the 2018/19 academic year.

In 2018, Barnardos continued to expand the Roots of Empathy programme to more schools across the country and volunteers played a crucial role in this. We recruited five volunteer instructors to operate the

programme in schools in North East Cork and West Waterford.

Barnardos is delighted to continue offering placements for students to gain practical experience in a supported environment and insight into the day to day benefits and challenges associated with careers in these areas. In 2018, 48 third level students completed their placements in Barnardos services an increase of eight students from 2017. Of the 48, 30 were placed in Early Years services, 14 in Family Support services, 3 in Learning & Development team and one in the Advocacy team.

A key part of the success of our retail division are our volunteers and people who work with Barnardos through Tús and the Community Employment Scheme. A dedicated team of 75 volunteers and 30 people employed through the Community Employment Scheme worked tirelessly throughout the year to ensure that stock donated by our generous supporters' generated profits that we used in our work with children and families.

In the 2018 Irish Charity Shop Association Awards, Mary Bolger, who has been volunteering in our Carlow Shop for 15 years, won the Volunteer of the Year Award and Kay Doohan who has been volunteering in our Dun Laoghaire Shop for over a decade came joint runner-up. These awards give recognition to the loyalty, reliability and selflessness of our volunteers and Barnardos is very fortunate to have them on board.

Lisa Cummins, Ballybeg's Playground Volunteer

"What I really like about it is that everyone is friendly from the young people to the other members of staff. Going up every weekend and just spending time with the young people, seeing all the different personalities makes volunteering very rewarding. For myself as a volunteer, I have gained a lot of confidence from being part of the team in Barnardos and it has encouraged me to be confident in my ability as part of that team. I have also gained a huge amount of experience from the other members of staff and from working with the young people."



Every child needs to have
someone who **looks after**
them and loves them no
matter what.

STAFF PROFILE:

Mary Daly

Project Leader for Barnardos Family Support Service for South County Dublin. This service is provided in both our Ballyogan and Dún Laoghaire centres and covers a wide geographic area from Bray to Rathfarnham.



Area of Work... Mary works across a number of areas in Barnardos, which includes individual home-based work, Partnership with Parents Programme and Birth-2, Programme with practical family support, parenting groups, schools-based work and Friendship Group.

Mary's Team... Mary coordinates a team of eight staff in the delivery of the services across the county. Her team are currently working with over 70 families providing targeted family support.

Part of the Barnardos Family... Mary has been working with Barnardos for 30 years, an incredible achievement. Mary began in Barnardos as a Deputy Project Leader in the Loughlinstown Project before moving to the Dún Laoghaire Service as a Community resource worker and then became manager of the Early Years' Service.

Mary's Background... Mary first worked in Inner City Dublin in preschool education and then with the ISPC family services before joining Barnardos. She has qualifications in Early and Special Education and a degree in Community and Adult education.

Current Challenges Facing Children & Families...

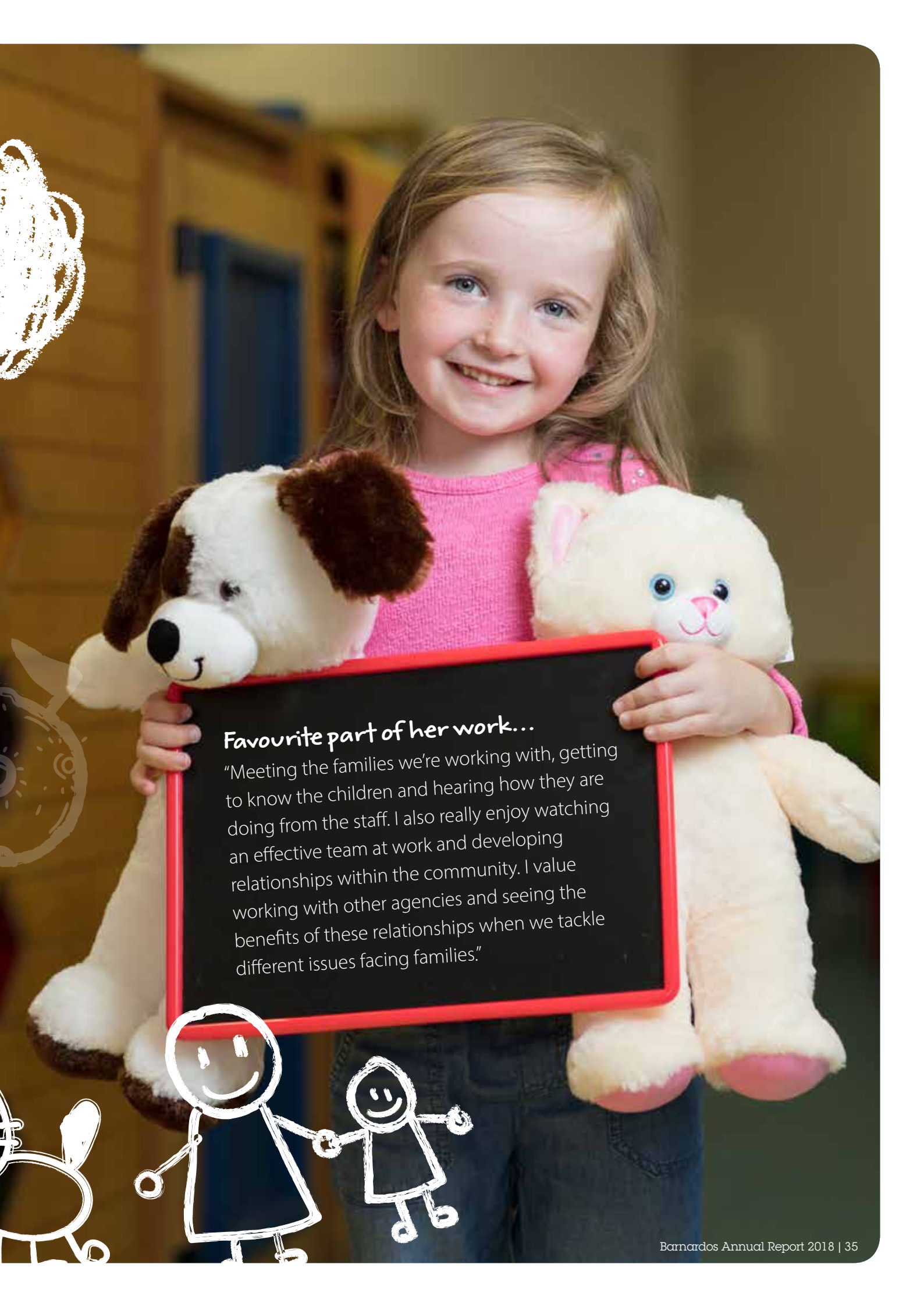
- **Parental Addiction** – Mary's team work with many families affected by addiction, as alcohol and drug use is prevalent within the communities the

service works across. Working with families with long term, intergenerational addiction can be very complex with multiple issues presenting including homelessness, mental health, child welfare and poverty.

- **Mental Health and Disability** - Mary reports that it is currently a challenge for children and young people to access specialised support services in a timely manner. There are delays to assessment, diagnosis and treatment services leading to an escalation in difficulties for children and families. Significantly, she would love to see more joined up working between child and adult services particularly where addiction and mental health are presenting issues for parents.
- **Extensive Housing Waiting Lists** - Housing is a major issue across the Dún Laoghaire-Rathdown area with many of the families affected. There are several temporary housing hubs where families have been located in Blackrock, Churchtown, Dundrum and Monkstown. Staff work closely with homeless services to support families and ensure consistent interventions are maintained.

Recent Achievement... The expansion of the service across the county now means that Barnardos reaches more families than ever with the service covering a lot of ground from the South Dublin coastline into the densely and increasingly populated areas of Dundrum, Ballyogan and Sandyford.



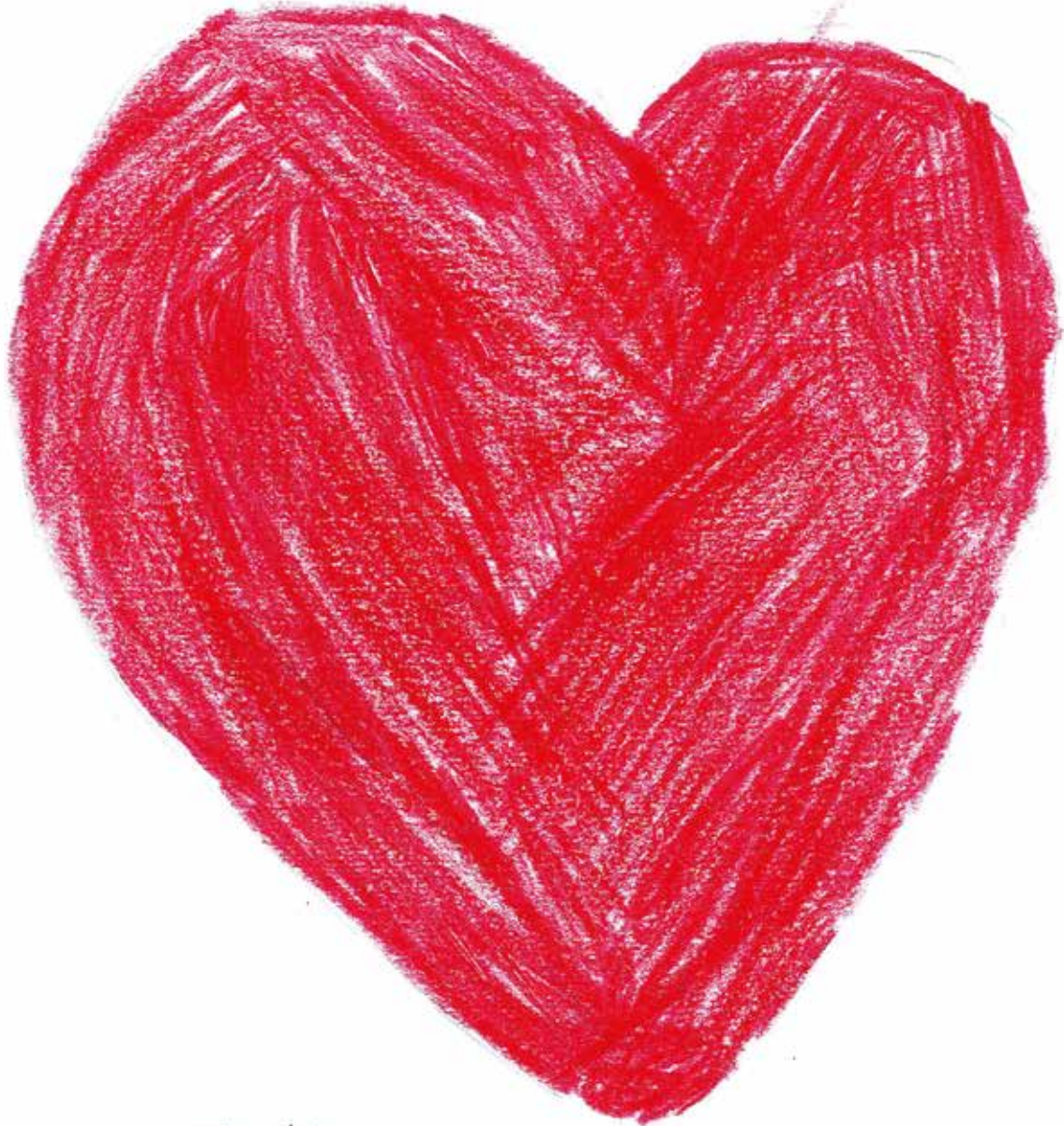


Favourite part of her work...

"Meeting the families we're working with, getting to know the children and hearing how they are doing from the staff. I also really enjoy watching an effective team at work and developing relationships within the community. I value working with other agencies and seeing the benefits of these relationships when we tackle different issues facing families."



L O V E



Christina

A total of **17,799**
benefited from **Barnardos'**
targeted family services, our
community based prevention
services and our **Roots of Empathy**
School based programme.

OVERVIEW OF BARNARDOS SERVICES 2018

During 2018, a total of 17,799 children and parents benefited from Barnardos' targeted family services, our community based prevention services and our Roots of Empathy School based programme.

During 2018, there were 6,081 individual referrals consisting of 3,190 children and 2,891 parents and carers in 1,851 families.

Top 10 Reasons for Referral 2018

POOR PARENTING SKILLS	15.09%
CHILD WITH BEHAVIOURAL NEEDS	11.46%
PARENTAL SEPARATION	7.08%
BEREAVEMENT	5.24%
CHILD WELFARE CONCERN	4.77%
POOR PARENT-CHILD RELATIONSHIP	4.55%
CHILD PROTECTION CONCERN	3.97%
CHILD WITH EMOTIONAL DIFFICULTIES	3.92%
CHILD WITH POOR SOCIAL SKILLS	3.86%
DOMESTIC ABUSE	3.80%
OTHER	36.26%

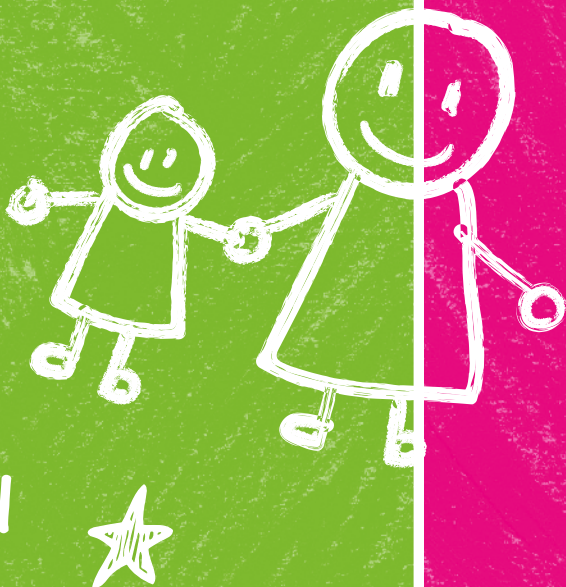
Breakdown of work with children, 2018

CHILDREN'S SERVICES
4,827

ROOTS OF EMPATHY
6,040

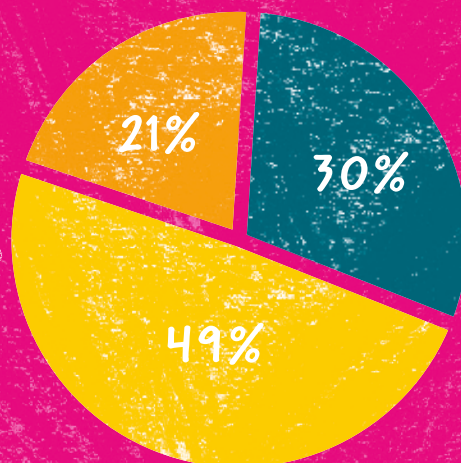
GUARDIAN AD LITEM
777

TOTAL
11,644



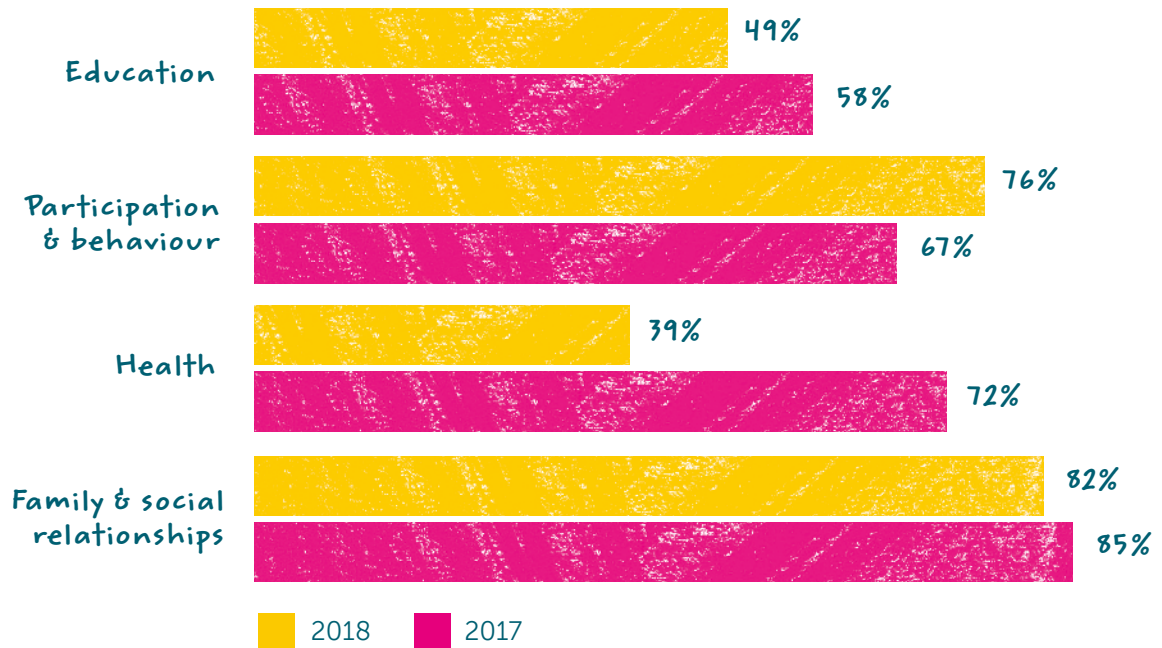
Age range of children

The majority of children attending our targeted family support services are aged 6 to 12 years (49%), with 30% aged from birth to 5 years. The remaining children and young people are aged between 13 and 18 years.



0-5 YRS 6-12 YRS 13-18 YRS

Needs of children attending targeted family support services



Project enquiries

In 2018, approximately 2,048 enquiries were received by our community-based projects from parents, professionals and community members. Over half of these enquiries were made by parents and 30% were made by professionals.

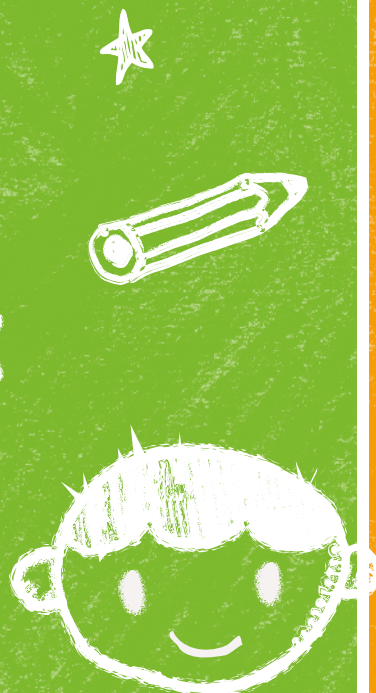
Total direct work with children and their parents, 2018

CHILDREN
11,644

PARENTS/CARERS
4,196

COMMUNITY
BASED
PREVENTION
1,959

TOTAL
17,799



Information Enquiries, 2018

LEARNING &
DEVELOPMENT
SERVICE
1,494

POST-ADOPTION
SERVICE
343

BEREAVEMENT
COUNSELLING FOR
CHILDREN SERVICE
HELPLINE
335

TOTAL
2,172



FINANCIAL REVIEW AND RISK MANAGEMENT

Financial Review

Overview

The financial outcome for 2018 is set out in the statement of financial activities.

In 2018, the total income for Barnardos was €23.8 million. As our expenditure for the year totalled €25.2 million, the deficit for the year was €1.4 million. This deficit was planned and represents the increased expenditure on strategic projects that were funded from income received in previous years (i.e. from reserves and a bequest received in late 2016) and the utilisation of restricted funding received in prior years.

From a financial perspective, 2018 was a challenging year for Barnardos. In December 2017, the Department of Children and Youth Affairs indicated its intent to set up an Executive Office for all Guardian ad Litem (GAL) services. This means that the Barnardos GAL service will close once this Executive Office is operational and this will result in a fall in income for Barnardos.

This fall in income, aligned with the growing funding gap between the services we provide and how much funding we receive to provide these services, resulted in a thorough review of our income and expenditure. The review of our income highlighted the challenge in securing sufficient funding for our ongoing work. The review of our expenditure identified areas where expenditure could be reduced. While the majority of the expenditure savings identified were implemented in 2018, the full effect of these savings will not be seen until 2019.

This review also highlighted the constraints on our ability to implement the remainder of our current strategic plan. This, in tandem with the appointment of a new CEO, meant that in December 2018, the Board decided to revise the current Strategic Plan. Please see Plans for the Future for more details.

Income

Total income at €23.8 million was €0.9m lower than the income levels achieved in 2017. This fall primarily relates to our donations and legacy income – which is outlined below.

The breakdown of the income streams

in Barnardos, during 2018, are outlined in figure 1.

Donations and Legacies

Income from donations and legacies comprises donations from individual donors, corporate donors, trusts and foundations. In 2018, we received €6.9 million from this income stream. This represents a decrease of 14.5 per cent when compared to 2017.

This decrease is primarily due to the fall in income recorded on the Trusts and Foundations line. In 2018, the grants we received from trusts and foundations were comprised of a larger number of performance grants than was the case in 2017. This means that grants received in 2018 will not be recognised in income until 2019. Consequently this fall in recorded income is not a cause for concern.

Our committed and cash giving line increased by 9.5 per cent and continued to be the largest income stream included in donations and legacies. This increase is primarily driven by the increased investment made in this area over the last two years.

The decrease on our corporate, events and schools income stream is largely due to a corporate partnership ending in 2018.

Charitable Activities

In 2018, Barnardos received a total of €15.6 million in grants from statutory sources. This represents a 2 per cent increase from 2017 levels. Tusla, the Child and Family Agency, was the single largest donor in 2018 - providing €8.5 million or 54 per cent of total statutory grant income.

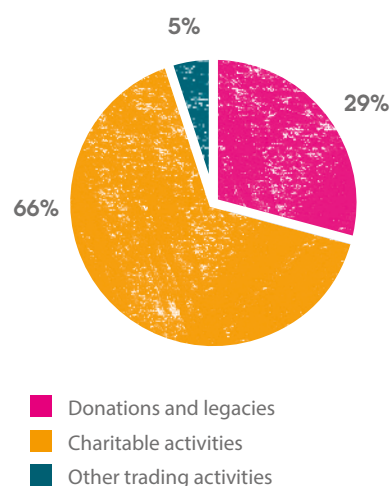
Other Trading Activities

Income from other trading activities was €1.3 million in 2018. This represents an 11 per cent decrease from 2017 levels. Included in this figure is retail income of €1.1 million relating to Barnardos' charity shops. Barnardos has seven shops nationwide and, as can be seen in note 2 (d) to the financial statements, the net contribution from the shops in 2018 was €0.01 million. This represents a decrease of 97 per cent when compared to 2017. This decrease

is primarily as a result of the closure of the Barnardos shop in Rathmines during 2018 – due to the development in which it was located being sold.

Income from memberships, publications and training decreased to €0.2 million in 2018. This represents a decrease of 35 per cent when compared to 2017 and is due to a reduction in the number of training courses held and publications sold during 2018.

Figure 1
Income



Expenditure

Total expenditure at €25.2 million represents an increase of €0.2m from 2017.

The breakdown in expenditure, during 2018, is outlined in figure 2.

Raising Funds

Expenditure on raising funds totalled €4.3 million in 2018. This represents an increase of 5 per cent when compared to 2017 and is primarily due to the increased expenditure related to our charity shops, as outlined above.

Charitable Activities

Expenditure on charitable activities in 2018, as outlined in figure 3, totalled €20.9 million, a 0.2 per cent decrease from 2017. The main decrease is noted in our Guardian ad Litem service. This decrease is offset in part

by an increase in expenditure on the Advocacy line which is primarily due to increased expenditure incurred on the LOST campaign.

As can be seen in note 3(b) to the financial statements, Family Support and Early Years services account for 60 per cent of our total investment in services.

Support Costs

The total costs in relation to raising funds and charitable activities include attributable support costs. These support costs include the key services of finance, governance, human resources and information technology. These services play a crucial role in providing core organisational support for the delivery of our services.

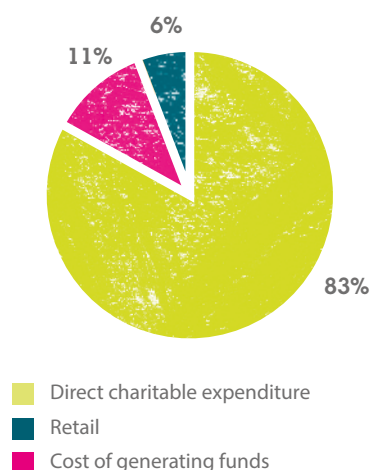
Our total support costs for 2018 amounted to €1.7 million, a 16.4 per cent increase from 2017 levels. However, as can be seen in note 3 (c) to the financial statements, the main reason for this increase is the reduction in the release of accruals in 2018. Leaving aside these accrual releases, support costs increased by 7.7 per cent in 2018, this is primarily due to additional support posts being in place for 2018.

Key Financial Performance Indicators

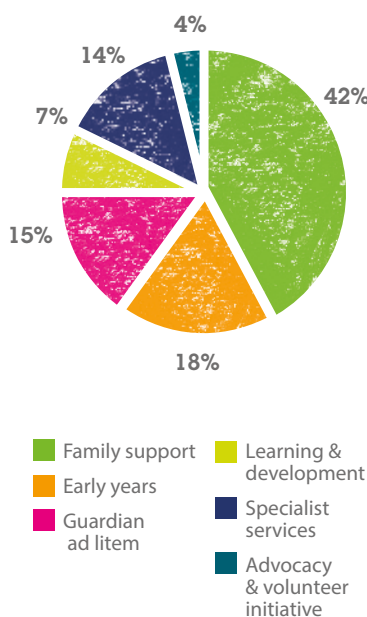
There are a number of key financial performance indicators which, taken together, are used by management and the Board as a measure of performance and financial strength. These are set out below:

INDICATOR	2018	2017
Return on fundraising spend	2.55	2.95
Support costs as a percentage of total costs	7.5%	7.0%
Free reserves holding	7.3 weeks	9.1 weeks

**Figure 2
Expenditure**



**Figure 3
Charitable Activities**



- Return on fundraising spend essentially measures how much we get back for each euro spent on fundraising (excluding retail). In 2018, this return fell due to a fall in fundraising income – as noted above this fall is primarily related to an increased number of Trust and Foundation grants being comprised of performance grants in 2018.
- Support costs (excluding accrual release/provision) as a percentage of total costs illustrates how much of total expenditure is absorbed by essential but non-core activities and functions. In 2018, this percentage increase was primarily due to additional support posts being in place for 2018.
- Free reserves (unrestricted funds less the carrying value of tangible assets and associated capital restrictions) is a measure in weeks of how much resources Barnardos has available to draw down in order to continue its work in the event of an economic downturn. In 2018, the free reserve holding reduced to 7.3 weeks which is within the limits of our reserves policy.

Overall, we are satisfied with the financial performance for the year and have taken measures to reduce expenditure, which will have a positive impact on these indicators in 2019.

Investments

The overall investment strategy of Barnardos is to ensure that funds not immediately required for operational purposes should be invested with minimum risk for maximum return. At the 31 December 2018, these 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.

FINANCIAL REVIEW AND RISK MANAGEMENT

(continued)

Financial Review (continued)

Retirement Benefits

Barnardos operates two retirement schemes as outlined below:

• Defined Contribution Pension Scheme

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

• Defined Benefit Pension Scheme

Barnardos operates a defined benefit pension scheme, which has been closed to new members since 1999. As set out in note 13 to the financial statements, there was a deficit in the scheme of €0.1 million at the end of 2018. As agreed with the scheme Trustees, and in line with the funding proposal that was submitted to the Pensions Board in 2011, Barnardos contributed 27 per cent of pensionable salaries (which includes an employee contribution of 6 per cent) plus a fixed monthly contribution of €0.01 million to the scheme in 2018.

At the 31 December 2018, there were five active members, 15 members deferred and 43 pensioners in the scheme.

Reserves

The Board has the responsibility for establishing an appropriate reserve policy. It is Barnardos policy to retain sufficient reserves to safeguard the continuity of its operations, while committing the maximum possible resources to its current services. The total reserves of €9.4 million at 31 December 2018 falls into two categories:

Restricted funds

Restricted funds represent income received that can only be used for particular purposes. Such purposes are within the overall aims of Barnardos. It is Barnardos policy to fully apply such funds for the purposes for which they

were donated as quickly as possible. Restricted reserves at 31 December 2018 was €0.5 million.

Unrestricted funds

Unrestricted funds at 31 December 2018 was €8.9 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 end of 2018, 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 in 2019.
 - The net amount that the Board has agreed to be set aside to ensure that it can protect Barnardos ongoing programme of work.

Monitoring of reserves

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

The key performance indicator established by the Board to monitor Free Reserve levels (which are unrestricted funds less the carrying value of tangible assets and associated capital restrictions) is a holding of between 7 to 10 weeks of Barnardos budgeted operating costs for the

coming year.

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

Financial Outlook

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

As outlined in Plans for the Future, the organisation will be embarking on a new strategic direction in 2019. As previously noted, work commenced in 2018 to ensure the organisation has the correct resources in place to support the new strategic direction.

The initial financial plan for 2019 is to run a deficit of approximately €0.6 million. This deficit will be funded from reserves while the organisation continues to reduce expenditure and explore ways to grow income to achieve a balanced budget in future years.

Income from our statutory funders for 2019 remains strong, with over 50 per cent of budgeted income already committed by the end of 2018. In 2019, we have budgeted for our fundraising income to grow – as over half of our fundraising income comes from our committed givers, we are starting from a strong base. Like many organisations, we are concerned over the possible impact that Brexit may have on our income streams.

Going Concern

Based on the results for the year, the year-end financial position and the approved 2019 budget, the Board of Directors believe that Barnardos has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Board continues to adopt the 'going concern' basis in preparing the financial statements.

Risk Management

Barnardos works with children, young people and families experiencing the effects of disadvantage. The nature of this work means that we take on a medium to high level of risk in our core activity. We aim to minimise this through our ongoing risk assessment process and controls, including the need to ensure our work is appropriately resourced, across our identified areas of risk.

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

Regular review of the risk management plan is an integral part of our assurance framework, feeding into the annual Internal Audit Plan. Our Internal Audit Plan ensures that controls in place are checked to see if they are operating effectively and that actions to manage risk have been completed - all findings are reported to the Audit and Risk Committee.

Summary of risk areas and key mitigating actions in place:

AREA OF RISK	EXAMPLES OF MITIGATING ACTION
PROTECTION OF CHILDREN AND YOUNG PEOPLE	<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 THE QUALITY OF OUR 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
FINANCIAL SUSTAINABILITY	<ul style="list-style-type: none"> • Protected disclosures policy is in place to ensure that any instances of fraud can be reported in a confidential manner • Regular financial planning including budgeting and monitoring of actual income and expenditure. • Ensuring that we have a broad base of fundraising initiatives to avoid over dependence on one source
INFORMATION SECURITY	<ul style="list-style-type: none"> • Business Continuity and IT Disaster Recovery Policy is in place. • Processes and procedures are in place for dealing with breaches of Data Protection legislation • Anti-virus software and firewalls are in place on all IT systems
REGULATORY AND LEGAL RISK	<ul style="list-style-type: none"> • Data Protection training is part of the induction of all employees. • Safety Statements are in place and are updated annually for all locations. • Policies are in place that cover the key provisions of the main pieces of legislation that we are obliged to follow.
REPUTATIONAL DAMAGE	<ul style="list-style-type: none"> • Press office is in place and there is ongoing monitoring of the media • Service Users Comments and Complaints policy and annual reporting to the Board are in place • Web and Social Media Editorial policy published on website and Facebook



Bobby 6

Every child needs to **feel accepted** for who they are and to be part of a circle of **family, friends, and community** who will **understand them** and value their opinions.

FURTHER INFORMATION

Vetting

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

Accounting Records

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

Lobbying and Political Contributions

There were no political contributions in 2018 (2017: Nil), and as a result no disclosures are required under the Electoral Act, 1997.

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

Post Balance Sheet Events

There have been no events subsequent to the year end that require any adjustment to or additional disclosure in the 2018 financial statements.

Relevant Audit Information

The Board believe that they have taken all steps necessary to make themselves aware of any relevant audit information and have established that the Charity's statutory auditors are aware of that information. In so far as they are aware, there is no relevant audit information of which the Charity's statutory auditors are unaware.

Research and development

Barnardos did not engage in any research and development during 2018.

Tax clearance

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

Auditor

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

Directors Compliance Statement

The Directors acknowledge that they are responsible for securing the Company's compliance with its relevant obligations as defined in the Companies Act 2014, and as required by section 225 of that act. They confirm that:

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

- Appropriate arrangements or structures are in place that are, in their opinion, designed to secure material compliance with the Company relevant obligations;
- and
- During the financial year, the arrangements or structures referred to above have been reviewed.



PLANS FOR THE FUTURE

In 2019, Barnardos will be revising its current strategic plan. Following a review of our current strategic direction, Barnardos will be committing to a new trauma informed approach working with vulnerable children rather than all children.

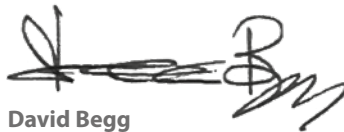
Vulnerable children are defined as children who have experienced an adverse event in their lives in relation to which they and their parents need support, or children who are living in a challenging environment where their needs are not being met. Our aspiration is to become a leader in the field of trauma informed work with vulnerable children and families. We believe that this innovative way of working will transform the lives of the children and their families with whom we work. In order to address the impact of trauma, a holistic trauma informed organisational approach with key trauma informed competencies is required.

A revised strategic plan, incorporating this new trauma informed approach will be presented to the Board in 2019.

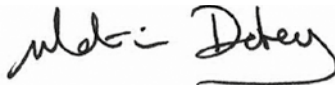
The new strategic direction, aligned with our financial challenges requires us to make some different strategic choices regarding the use of voluntary funds, both in what we invest in from a services perspective

and the structure required to deliver it. Unfortunately our freedom of choice in how we might use voluntary funds is restricted by our lack of success in restoring statutory funding cuts and securing increases in annual funding, even at minimal amounts, to cover pay or cost of living increases. This remains a significant financial challenge and risk for Barnardos.

On behalf of the Board



David Begg
Chairperson



Martin Dobey
Treasurer

24 April 2019

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law, they have elected to prepare financial statements in accordance with the Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS 102), and with the Accounting and Reporting by Charities; Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with FRS 102 comprising applicable Company Law.

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

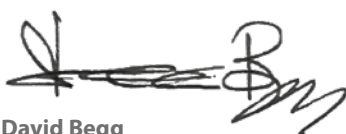
- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- Use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Board of Directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position and profit or loss of the Company and enable them to ensure that the financial statements comply with the Companies Act 2014. They are responsible for such internal controls as they determine is necessary to

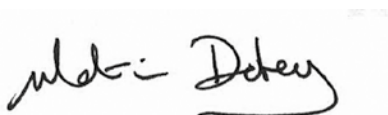
enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities. The directors are also responsible for preparing a directors' report that complies with the requirements of the Companies Act 2014.

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

On behalf of the Board



David Begg
Chairperson



Martin Dobey
Treasurer

24 April 2019

INDEPENDENT AUDITORS' REPORT

to the Members of Barnardos – Republic of Ireland CLG

1. Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Barnardos – Republic of Ireland CLG ('the Company') for the year ended 31 December 2018 set out on pages 53 to 70, 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, and the Accounting and Reporting by Charities, Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with FRS102.

In our opinion, the accompanying financial statements:

- Give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2018 and of its deficit for the year then ended;
- Have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland as applied with regard to the Charities SORP; and
- Have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

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

by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

We have nothing to report on going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

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 review and the plans for the future. The financial statements and our auditor's report thereon do not comprise part of the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

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

Based solely on our work on the other information, 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 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.

2. 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 48, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters

related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A fuller description of our responsibilities is provided on IAASA's website at https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf.

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

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

other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Colm O'Se
for and on behalf of
KPMG
Chartered Accountants, Statutory
Audit Firm

1 Stokes Place,
St. Stephen's Green
Dublin 2

24 April 2019



One of **our objectives** is to **promote**
and provide assistance towards
the education of **children and**
young people in social or economic
disadvantage

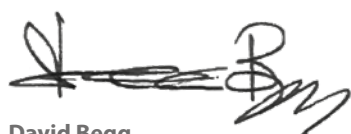


STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 December 2018

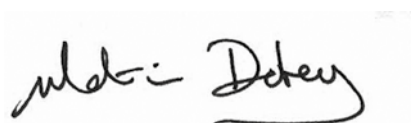
	Note	2018 Unrestricted Funds €000	2018 Restricted Funds €000	2018 Total Funds €000	2017 Total Funds €000
INCOME FROM					
Donations and legacies	2(a)	5,482	1,397	6,879	8,041
Charitable activities	2(b)	-	15,650	15,650	15,271
Other trading activities	2(c)	1,265	19	1,284	1,455
Investments	2(e)	6	-	6	9
Other	2(f)	-	26	26	13
Total income		6,753	17,092	23,845	24,789
EXPENDITURE ON					
Raising funds	3(a)	3,756	554	4,310	4,102
Charitable activities	3(b)	4,035	16,845	20,880	20,931
Total expenditure		7,791	17,399	25,190	25,033
Net expenditure for the year		(1,038)	(307)	(1,345)	(244)
OTHER RECOGNISED GAINS AND LOSSES					
Actuarial (loss)/gain on defined benefit pension scheme	13(b)	(99)	-	(99)	522
Net movement in funds		(1,137)	(307)	(1,444)	278
RECONCILIATION OF FUNDS					
Total funds brought forward	14(a)	10,039	797	10,836	10,558
Total funds carried forward		8,902	490	9,392	10,836

On behalf of the Board



David Begg
Chairperson

24 April 2019




Martin Dobey
Treasurer

BALANCE SHEET

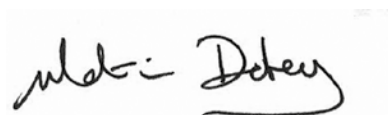
as at 31 December 2018

	Note	2018 €000	2018 €000	2017 €000	2017 €000
FIXED ASSETS					
Tangible assets	6		<u>5,992</u>		<u>6,101</u>
			5,992		6,101
CURRENT ASSETS					
Debtors	7	1,179		1,398	
Investments	8	2,400		905	
Cash at bank and in hand	9	3,702		<u>6,075</u>	
Total current assets		7,281		8,378	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10		<u>(2,884)</u>	<u>(2,312)</u>	
Net current assets			4,397		6,066
TOTAL ASSETS LESS CURRENT LIABILITIES					
			10,389		12,167
Provision for liabilities	12		(864)		(1,186)
Net assets excluding pension liability			9,525		10,981
Defined benefit pension scheme liability	13(b)		(133)		(145)
Total net assets			9,392		10,836
THE FUNDS OF THE CHARITY					
Unrestricted funds	14(a)		8,902		10,039
Restricted funds	14(a)		490		797
Total Charity funds			9,392		10,836

On behalf of the Board



David Begg
Chairperson



Martin Dobey
Treasurer

24 April 2019

CASH FLOW STATEMENT

for the year ended 31 December 2018

	Note	2018 €000	2017 €000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net expenditure for the year		(1,345)	(244)
Adjust for profit on disposal of assets and impairment (non cash)			
Depreciation charge	6	447	396
Impairment of tangible assets		-	555
Profit on disposal of tangible assets	5	(26)	(13)
Decrease in trade and other debtors	7	219	379
Increase/(decrease) in trade and other creditors	10	572	(1,570)
Decrease in provisions for liabilities	12	(322)	(279)
Decrease in pension scheme deficit	13(b)	(12)	(620)
Pension scheme actuarial (loss)/gain	13(b)	(99)	522
Interest receivable and similar income	2(e)	(6)	(9)
Net cash expended on operating activities		(572)	(883)
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest receivable and similar income	2(e)	6	9
Net movement in investments	8	(1,495)	1,458
Acquisition of tangible assets	6	(338)	(456)
Disposal of tangible assets		26	14
Net cash (used in)/provided by investing activities		(1,801)	1,025
Net cash from financing activities		-	-
Change in cash and cash equivalents in the year		(2,373)	142
Cash and cash equivalents at the beginning of the year		6,075	5,933
Cash and cash equivalents at the end of the year		3,702	6,075

NOTES

forming part of the financial statements

1. Statement of accounting policies for the year ended 31 December 2018

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, charity registered 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 report of the Board on page 42).

The presentation currency of these financial statements is Euro. All amounts in the financial statements have been rounded to the nearest €1,000.

SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

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

INCOME

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

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.

Income due, but not yet received at the year end, is recognised in the Statement of Financial Activities and included in debtors on the balance sheet. Restricted funds already received in relation to future years, but not yet expended, are shown in creditors as deferred income. All statutory grants are treated as restricted income.

Income from other trading activities

Income from other trading activities comprises of retail 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.

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

NOTES

forming part of the financial statements (continued)

1. Statement of accounting policies for the year ended 31 December 2018 (continued)

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 raising funds and charitable activities on an appropriate basis.

Raising funds

Resources expended on 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.

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

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

Employment costs

Employee benefits include all costs incurred by the Charity in exchange for the services of its employees. Expenditure is recognised for all employee benefits resulting from their service to the Charity during the reporting period. A liability is recognised for the cost of all benefits

to which employees are entitled at the reporting date that have yet to be paid.

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

TAXATION

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

OPERATING LEASES

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

TANGIBLE ASSETS

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

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

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

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

STOCK

Unsold donated items (which have been donated to the Charity's shops) are not valued, nor included as closing stock on the Balance Sheet since their cost is nil and their value is uncertain until sold.

DEBTORS

Debtors are recognised at the settlement amount.

Prepayments are valued at the amount prepaid.

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 requiring less than 3 months notice of withdrawal. These are carried at amortised cost.

INVESTMENTS

Investments are highly liquid cash equivalents that mature in more than three months from the date of acquisition. These are carried at amortised cost.

CREDITORS

Creditors are recognised at their settlement amount.

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

FINANCIAL INSTRUMENTS

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

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

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

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

PROVISIONS

Provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due

NOTES

forming part of the financial statements (continued)

1. Statement of accounting policies for the year ended 31 December 2018 (continued)

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-retirement benefit scheme under which the Charity pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts.

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

Defined benefit scheme

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

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

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

Re-measurement of the net defined

benefit liability is recognised in other gains and losses in the period in which it occurs.

NOTES

forming part of the financial statements (continued)

2. Income

(a) Donations and legacies	2018			2017		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Committed and cash giving	4,076	29	4,105	3,710	38	3,748
Corporate, events and schools	1,159	58	1,217	1,439	39	1,478
Trusts and foundations	33	448	481	18	1,926	1,944
Major donors	28	233	261	47	54	101
Legacies	186	2	188	295	-	295
Community employment scheme - shops (Note 2(d))	-	554	554	-	430	430
Donated goods and services	-	73	73	-	45	45
Total	5,482	1,397	6,879	5,509	2,532	8,041

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

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

	2018			2017		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Tusla (Child & Family Agency)	-	8,513	8,513	-	8,175	8,175
Service income Guardian ad Litem (GAL)	-	3,277	3,277	-	3,304	3,304
Pobal	-	1,801	1,801	-	1,687	1,687
Health Service Executive (HSE)	-	933	933	-	890	890
Department of Children & Youth Affairs	-	218	218	-	173	173
City/County Councils	-	169	169	-	201	201
Department of Education & Skills	-	141	141	-	139	139
Education & Training Board Ireland	-	53	53	-	46	46
Department of Justice	-	43	43	-	38	38
Community employment scheme - projects	-	295	295	-	317	317
Other fees and grants	-	207	207	-	301	301
Total	-	15,650	15,650	-	15,271	15,271

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

(c) Other trading activities	2018			2017		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2 (d))	1,060	-	1,060	1,112	-	1,112
Memberships, publications and training	205	19	224	306	37	343
Total	1,265	19	1,284	1,418	37	1,455

NOTES

forming part of the financial statements (continued)

2. Income (continued)

(d) Retail operations - Charity shops

	2018	2018	2018	2017	2017	2017
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Retail trading income (Note 2(c))	1,060	-	1,060	1,112	-	1,112
Community employment scheme - shops (Note 2(a))	-	554	554	-	430	430
Total income	1,060	554	1,614	1,112	430	1,542
Less expenses						
Direct retail expenses	(999)	-	(999)	(946)	-	(946)
Community employment scheme expenses	-	(554)	(554)	-	(430)	(430)
Support costs	(56)	-	(56)	(11)	-	(11)
Total expenditure (Note 3(a))	(1,055)	(554)	(1,609)	(957)	(430)	(1,387)
Net shop contribution	5	-	5	155	-	155

(e) Investments

	2018	2018	2018	2017	2017	2017
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Deposit interest	6	-	6	9	-	9

(f) Other

	2018	2018	2018	2017	2017	2017
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€000	€000	€000	€000	€000	€000
Profit on sale of assets	-	26	26	-	13	13

3. Expenditure

(a) Raising funds

	2018	2018	2018	2017
	Direct	Support (Note 3(c))	Total	Total
	€000	€000	€000	€000
Committed and cash giving	1,574	100	1,674	1,648
Corporate, events and schools	735	47	782	728
Trusts and foundations	138	9	147	197
Major donors	76	5	81	125
Legacies	16	1	17	17
Sub total	2,539	162	2,701	2,715
Retail (Note 2(d))	1,553	56	1,609	1,387
Total	4,092	218	4,310	4,102
Unrestricted	3,538	218	3,756	3,672
Restricted (Note 14(a))	554	-	554	430
Total	4,092	218	4,310	4,102

NOTES

forming part of the financial statements (continued)

3. Expenditure (continued)

(b) Charitable activities	2018	2018	2018	2017
	Direct €000	Support (Note 3(c)) €000	Total €000	Total €000
Childrens Services				
Family support	8,083	630	8,713	8,552
Early years	3,545	283	3,828	3,992
GAL	2,835	270	3,105	3,710
Specialist services (i)	2,804	194	2,998	2,760
Learning and development	1,369	98	1,467	1,602
Sub total	18,636	1,475	20,111	20,616
Advocacy				
Advocacy and volunteer initiative	740	29	769	315
Total	19,376	1,504	20,880	20,931
Unrestricted	2,531	1,504	4,035	4,305
Restricted (Note 14(a))	16,845	-	16,845	16,626
Total	19,376	1,504	20,880	20,931

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

(c) Support costs	Cost Drivers	2018	2018	2018	2017
		Raising funds €000	Charitable activities €000	Total €000	Total €000
Human resources	Salary expenditure	53	365	418	437
Finance	Salary expenditure	68	467	535	511
Information technology	Salary expenditure	70	485	555	526
Governance	Salary expenditure	49	340	389	287
Sub total		240	1,657	1,897	1,761
Accrual release (i)	Salary expenditure	(22)	(153)	(175)	(282)
Total		218	1,504	1,722	1,479

(i) During 2018, accruals that had been previously recognised in the financial statements were released as the obligations that gave rise to their inclusion in the accounts ceased during the year.

NOTES

forming part of the financial statements (continued)

4. Staff costs

(a) Costs and numbers

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

	2018	2017
	€000	€000
Staff costs		
Wages and salaries	14,829	15,014
Social welfare	1,600	1,538
Retirement benefits	651	612
Total	17,080	17,164

Retirement benefit costs include employer contributions and operating costs for the defined contribution scheme of €541k (2017: €500k) and the defined benefit scheme of €110k (2017: €112k).

All staff who joined since 1 January 2000, can opt to join the defined contribution pension scheme. The employee contributes a minimum of 4 per cent and the Charity contributes 6 per cent 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 during the year, totalled €187k (2017: €29k). These redundancies arose due to the closure of our shop in Rathmines and a restructuring process.

The average monthly number of employees, including part-time staff, but not including volunteers and Community Employment Scheme participants, during the year was 430 (2017: 419).

	2018	2017
	Number	Number
Staff activities are as follows		
Direct charitable activities	341	325
Raising funds	60	65
Support	29	29
Total	430	419

(b) Salary range

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

	2018	2017
	Number	Number
The number of higher paid employees was		
€60,000 - €70,000	29	30
€70,000 - €80,000	4	4
€80,000 - €90,000	6	9
€90,000 - €100,000	4	-
€100,000 - €110,000	-	-
€110,000 - €120,000	-	1
Total	43	44

In 2018, remuneration, including employer retirement benefit costs and employer PRSI contributions and redundancy payments, paid to the Executive Management Team of the Charity (who are considered key management personnel (see page 78 for details), amounted to €630k (2017: €588k). No members of the Executive Management Team are members of the defined benefit pension scheme.

Barnardos CEO, Suzanne Connolly, was appointed in October 2018 and is paid an annual salary of €97,173. She is entitled to join the Barnardos defined contribution pension scheme and she receives no other employment benefits.

NOTES

forming part of the financial statements (continued)

4. Staff costs (continued)

(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 (2017: €80). One Board member was a previous employee of the Charity and is now in receipt of a retirement benefit relating to that employment - the amount paid in 2018 was €34k (2017: €34k).

5. Other information

	2018 €000	2017 €000
Auditor's remuneration, including expenses:		
- audit of financial statements	30	30
- other assurance and advisory services	5	5
Depreciation	447	396
Operating leases - primarily land and buildings	421	476
Profit on sale of assets	26	13

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

6. Tangible assets

	Freehold land and buildings €000	Leasehold land and buildings €000	Furniture, fittings and equipment €000	Computers and software €000	Motor vehicles €000	Total €000
Cost						
At 1 January 2018	5,090	6,046	1,792	726	381	14,035
Additions	-	5	5	166	162	338
Disposals and retirements in the year	(766)	(178)	(72)	-	(149)	(1,165)
At 31 December 2018	4,324	5,873	1,725	892	394	13,208
Depreciation						
At 1 January 2018	1,831	3,825	1,740	245	293	7,934
Charge for year	87	114	25	178	43	447
Disposals and retirements in the year	(766)	(178)	(72)	-	(149)	(1,165)
At 31 December 2018	1,152	3,761	1,693	423	187	7,216
Net book value						
At 31 December 2018	3,172	2,112	32	469	207	5,992
At 31 December 2017	3,259	2,221	52	481	88	6,101

NOTES

forming part of the financial statements (continued)

7. Debtors

	2018 €000	2017 €000
Trade debtors	1,091	1,313
Other debtors	26	19
Prepayments	62	66
Total	1,179	1,398

All amounts included within debtors fall due within one year.

8. Investments

	2018 €000	2017 €000
Deposits	2,400	905
Total	2,400	905

All funds are invested in interest bearing deposits with financial institutions with a notice period greater than 3 months, subject to a maximum maturity of 365 days.

9. Cash in bank and on hand

	2018 €000	2017 €000
Cash in bank and on hand	3,702	6,075
Total	3,702	6,075

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.

10. Creditors: amounts falling due within one year

	2018 €000	2017 €000
Deferred income (i)	1,607	811
Trade creditors	526	600
Accruals	280	427
PAYE/PRSI creditor	380	398
VAT creditor	10	9
Other creditors	81	67
Total	2,884	2,312

(i) Movements in deferred income

	2018 Statutory €000	2018 Non-Statutory €000	2018 Total €000	2017 Total €000
Deferred income at 1 January	652	159	811	2,090
Income deferred in the year	1,070	537	1,607	811
Deferred income released in the year	(652)	(159)	(811)	(2,090)
Deferred income at 31 December	1,070	537	1,607	811

Amounts received from donors, that do not qualify for recognition as income, are included in deferred income. Further details of deferred income from statutory funders are set out in Appendix 1.

NOTES

forming part of the financial statements (continued)

11. Financial instruments

The carrying amounts of the financial assets and liabilities include:	2018	2017
	€000	€000
Assets measured at fair value through Statement of Financial Activities	7,219	8,312

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

	2018	2017
	€000	€000
Liabilities measured at fair value through Statement of Financial Activities	(997)	(1,074)

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

12. Provision for liabilities

	2018	2018	2018	2017
	Capital	Employment	Total	Total
	restrictions	obligations	Total	Total
	€000	€000	€000	€000
Provisions at 1 January	714	472	1,186	1,465
Charged in the year	-	-	-	337
Released in the year (i)	(96)	(77)	(173)	(585)
Utilised in the year (ii)	-	(123)	(123)	-
Amortised during the year	(26)	-	(26)	(31)
Provisions at 31 December (iii)	592	272	864	1,186

Capital restrictions

(i) The release of €96k during 2018 relates to a property in Deerpark. This provision was released during the year, following confirmation from the funder that this amount was no longer repayable.

(ii) There was no utilisation of any capital restrictions during 2018 (2017: €0).

(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 2018, these restrictions were as follows:

- Mulhuddart: Restrictions of €325k on a capital grant from Pobal - National Childcare Investment Programme 2006-2010 become repayable, on an amortised basis, if the service is not operated for a minimum of 16 years from December 2009. The amortised balance at 31 December 2018 is €142k (2017: €163k).
- Mac Ulliam: Restrictions of €107k on a capital grant from Pobal - National Childcare Investment Programme 2006-2010 become repayable, on an amortised basis, if the service is not operated for a minimum of 10 years from July 2008. The amortised balance at 31 December 2018 is €nil (2017: €5k).
- Thurles: €150k becomes repayable to the HSE in the event of the asset being disposed of before 2023.
- Mullingar: €300k becomes repayable to the HSE in the event of the asset being disposed of, unless replaced by a mutually agreed premises.

Employment obligations

(i) The release of €77k during 2018 relates to adjustments to estimates made in prior periods.

(ii) The utilisation of €123k relates to redundancy payments made during the year.

(iii) The provision at 31 December 2018, comprises of the expected redundancy costs related to the closure of the Barnardos GAL service. The provision has been calculated based on the accrued service of the employees up to the date of their expected departure. The provision will be utilised when payments are made to employees on departure.

NOTES

forming part of the financial statements (continued)

13. Retirement benefit schemes

(a) Defined contribution pension scheme

The Charity operates a defined contribution pension scheme for all qualifying members of staff. The contributions are paid into a separate fund, the assets of which are invested by independent trustees. The defined contribution pension scheme charge for 2018 was €541k (2017: €500k). Where pension costs are incurred in more than one activity they are apportioned between the related activities based on the amount of staff cost that each activity absorbs. Approximately 69 per cent of defined contribution pension costs are paid from restricted funds.

(b) Defined benefit pension scheme

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

The scheme failed to meet the minimum funding standard in 2011 and as a result, a funding proposal was submitted to The Pensions Authority in December 2011. This funding proposal was designed to enable the defined benefit pension scheme to satisfy the funding standard at 31 December 2018. The recommended contribution rate was 27 per cent of pensionable salaries plus a fixed monthly contribution of €11,700 payable from 1 January 2013 until 31 December 2018. The funding level of the scheme is 99 per cent at 31 December 2018, under the minimum funding standard (MFS) basis. A new funding proposal is due to be submitted to the Pensions Authority by 30 September 2019.

Movement in deficit during the year	2018	2017
	€000	€000
Deficit in scheme at beginning of year	(145)	(765)
Contributions paid	178	178
Charge in the Statement of Financial Activities:		
- Employer's part of current service cost	(62)	(66)
- Interest expense	(5)	(14)
Actuarial (loss)/gain	(99)	522
Deficit in scheme at end of year	(133)	(145)
Reconciliation of change in value of scheme liabilities in the year	2018	2017
	€000	€000
Scheme liabilities at start of year	11,466	11,953
Current service cost (net of members contribution)	62	66
Interest on liabilities	182	184
Actual member contributions	11	11
Actuarial gains	(167)	(269)
Change in value of AVCs	1	8
Benefits paid	(454)	(487)
Scheme liabilities at end of year based on end of year assumptions	11,101	11,466
Reconciliation of changes in value of assets in the year	2018	2017
	€000	€000
Market value at beginning of year	11,321	11,188
Interest on plan assets	177	170
Actual return less interest on plan assets	(266)	253
Contributions by the employer	178	178
Contributions by plan members	11	11
Change in value of AVCs	1	8
Benefits paid	(454)	(487)
Market value at end of year	10,968	11,321

The Charity expects to contribute €178k to its defined benefit pension scheme in 2019.

NOTES

forming part of the financial statements (continued)

13. Retirement benefit schemes (continued)

(b) Defined benefit pension scheme (continued)

The following amounts have been recognised in the Statement of Financial Activities	2018 €000	2017 €000
Charged to expenditure		
Current service costs	62	66
Other operating costs paid by the employer	43	32
Charged to other finance income		
Interest expense	5	14
Total charge in Statement of Financial Activities	110	112

Fair value of the plan assets

	2018 Fair value €000	2018 Fair value %	2017 Fair value €000	2017 Fair value %
Equities	2,183	19.9%	2,989	26.4%
Debt instruments	4,519	41.2%	3,611	31.9%
Property	515	4.7%	487	4.3%
Cash	33	0.3%	57	0.5%
Other	3,718	33.9%	4,177	36.9%
Total	10,968	100.0%	11,321	100.0%

The financial assumptions used to calculate the scheme liabilities under FRS 102, using the Projected Unit Method are as follows:

	2018	2017
Inflation rate	1.00%	1.30%
Discount rate	1.70%	1.60%
Expected rate of salary increases	2.50%	2.80%
Rate of pension increases in payment	0.00%	0.00%
Rate of pension increases in deferment	1.00%	1.30%

It is assumed that scheme members will withdraw on average 12.5% of their fund on retirement (2017: 12.5%).

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

	2018 Years	2017 Years
Longevity at age 65 for current pensioners		
Male	22.5	22.4
Female	24.9	24.8
Longevity at age 65 for members aged 55		
Male	23.8	23.7
Female	26.0	25.9

NOTES

forming part of the financial statements (continued)

14. Funds

(α) Movement in funds

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

		Balance 1 Jan 2018 €000	Income €000	Expenditure €000	Other recognised losses €000	Transfers €000	Balance 31 Dec 2018 €000
Unrestricted funds							
General funds	(i)	-	6,753	(7,791)	(99)	1,141	4
Designated funds							
Tangible assets	(ii)	5,483	-	-	-	(83)	5,400
Strategic plan investment fund		779	-	-	-	(779)	-
Planned budget deficit		826	-	-	-	(210)	616
Programme continuity fund		2,951	-	-	-	(69)	2,882
Total unrestricted funds		10,039	6,753	(7,791)	(99)	-	8,902
Restricted							
Charitable activities							
Learning and development	(iii)	585	651	(899)	-	-	337
Early years		22	2,549	(2,546)	-	-	25
Family support		90	7,259	(7,263)	-	-	86
GAL		-	3,285	(3,285)	-	-	-
Other charitable activities		100	2,794	(2,852)	-	-	42
Sub total		797	16,538	(16,845)	-	-	490
Raising funds							
Raising funds		-	554	(554)	-	-	-
Sub total		-	554	(554)	-	-	-
Total restricted funds		797	17,092	(17,399)	-	-	490
Total Charity funds		10,836	23,845	(25,190)	(99)	-	9,392

The funds carried forward at 31 December 2018 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 2018, funds had been designated for specific purposes as follows:
 - The carrying value of tangible assets for use by the Charity less associated capital restrictions.
 - Funds set aside to cover the expected deficit on unrestricted funds in 2019.
 - 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 variances in 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 2018 in conjunction with the approval of the 2019 budget.

NOTES

forming part of the financial statements (continued)

14. Funds (continued)

(a) Movement in funds (continued)

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.

(b) Analysis of net assets between funds

	2018 Unrestricted Funds €000	2018 Restricted Funds €000	2018 Total Funds €000	2017 Total Funds €000
Fund balances are represented by				
Tangible assets	5,992	-	5,992	6,101
Cash and current asset investments	4,893	1,209	6,102	6,980
Debtors, stocks and other current assets	291	888	1,179	1,398
Creditors, deferred income and provisions	(2,274)	(1,607)	(3,881)	(3,643)
Total	8,902	490	9,392	10,836

15. Commitments

Operating lease commitments payable during the next twelve months amount to €360k (2017: €277k) and are payable in relation to leases as follows:

	Motor vehicles €000	Plant and equipment €000	Land and buildings €000	Total €000
Payable within one year	38	31	291	360
Payable within two to five years	26	47	873	946
Payable after five years	-	-	354	354
Total	64	78	1,518	1,660

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 Drugs and Alcohol Task Force. The Charity's income for the year includes €227k (2017: €208k) from the HSE via the Tallaght Drugs and Alcohol Task Force.

Three of the Charity's employees are Directors of the Family Support Limerick Community Employment Scheme CLG. The value of the community employment services received by the Charity from this company during 2018 was €157k (2017: €296k). This company is being wound down and Barnardos has taken over as sponsor of the related community employment scheme services.

One employee of the Charity resigned as a Director of the City Amalgamated Community Employment Project CLG in 2018. The value of the community employment services received by the Charity from this company during 2018 was €32k (2017: €42k).

As well as donating their time and expertise during 2018, the Directors made unconditional donations of €22k (2017: €12k) to the Charity. In addition the total amount of donations received from trusts and companies controlled by Directors during 2018 was €163k (2017: €57k).

There were no other related party transactions during the year ended 31 December 2018 (31 December 2017: Nil).

NOTES

forming part of the financial statements (continued)

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 2018, there were 42 members (2017: 42), whose guarantee is limited to €1.27 each.

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 2018 financial statements.

19. Approval of financial statements

The Board approved the financial statements on 24 April 2019.

APPENDIX 1 (not forming part of the financial statements)

Analysis of statutory income and expenditure

	2018 €000	2018 €000	2018 €000	2018 €000	2018 €000	2017 €000	2018 €000	2017 €000
	Opening deferred income	Cash receipts	Movement in debtors	Closing deferred income	Total income	Total income	Total expenditure	Total expenditure
a. Tusla (Child & Family Agency)								
Dublin North East								
Dublin North City	-	1,719	-	(164)	1,555	1,476	1,555	1,476
Louth/Meath	15	88	-	(23)	80	82	80	82
Dublin Mid Leinster								
Dublin South West/Kildare/West Wicklow	37	742	-	(61)	718	669	718	669
Dublin South Central	39	595	-	(67)	567	547	567	547
Midlands	21	990	-	(54)	957	909	957	909
Dublin South East/Wicklow	-	386	-	-	386	462	386	462
West								
Donegal	-	59	242	-	301	85	301	85
Mid West	19	1,601	-	(65)	1,555	1,671	1,555	1,671
South								
Cork	116	526	-	(125)	517	440	517	440
Waterford/Wexford	110	775	(7)	(75)	803	845	803	845
Carlow/Kilkenny/South Tipperary	-	778	-	-	778	826	778	826
Other								
Counselling Grant Section	28	175	-	-	203	163	203	163
Limerick City Children's Services Committee	19	3	-	-	22	-	22	-
Library and Information Services	-	21	-	(12)	9	-	9	-
QCBI Innovation Fund	-	63	-	(18)	45	-	45	-
DSGBV unit	-	89	-	(72)	17	-	17	-
Sub total	404	8,610	235	(736)	8,513	8,175	8,513	8,175
b. Pobal								
Community Childcare Subvention - DCYA:								
- Loughlinstown Family Centre	16	36	-	(3)	49	40	49	40
- Tivoli Family Centre	14	48	-	(2)	60	41	60	41
- Brighter Futures, Knocknaheeny Service	22	77	-	-	99	81	99	81
- Early Years Service, Mullhuddart	-	90	-	(1)	89	79	89	79
- Finglas Early Intervention Service	7	74	-	-	81	49	81	49
- Millbrook Family Support Service	10	105	-	(6)	109	71	109	71
- Thurles Targeted Early Intervention Service	26	55	-	(4)	77	69	77	69
VCO - DCYA	-	553	-	-	553	553	553	553
ABC (Better Finglas) - DCYA and Atlantic Philanthropies	14	442	-	-	456	499	456	499
SSNO - DHPLG	-	90	-	(2)	88	95	88	95
Paul Partnership - ABC (Homemaker Service) - DCYA and Atlantic Philanthropies	-	86	-	(17)	69	78	69	78

APPENDIX 1 (not forming part of the financial statements) (continued)

Analysis of statutory income and expenditure (continued)

	2018 €000	2018 €000	2018 €000	2018 €000	2018 €000	2017 €000	2018 €000	2017 €000
	Opening deferred income	Cash receipts	Movement in debtors	Closing deferred income	Total income	Total income	Total expenditure	Total expenditure
NICHE - ABC (Brighter Futures, Knocknaheeny) - DCYA and Atlantic Philanthropies	-	1	-	-	1	16	1	16
Early Years Capital Programme 2017 (Brighter Futures, Knocknaheeny) - DCYA	-	-	-	-	-	16	-	16
Healthy Ireland Fund 2017-2018 (Laois, Longford, Offaly & Westmeath) - DH	-	68	-	-	68	-	68	-
Healthy Ireland Fund - Dublin City North CYPSC (Finglas Family Resource Centre) - DH, DCYA and DRCD	-	-	2	-	2	-	2	-
Sub total	109	1,725	2	(35)	1,801	1,687	1,801	1,687
c. Other statutory funding								
HSE	57	886	63	(73)	933	890	933	890
Education & Training Board Ireland	7	52	-	(6)	53	46	53	46
Councils -City /County	3	348	(35)	(147)	169	201	169	201
Department of Education & Skills	9	141	-	(9)	141	139	141	139
DCYA	63	216	-	(61)	218	173	218	173
Department of Justice - Commission for the Support of Victims of Crime	-	38	-	-	38	38	38	38
Department of Justice - Reception & Integration Agency (RIA)	-	5	-	-	5	-	5	-
Guardian ad Litem	-	3,586	(309)	-	3,277	3,304	3,277	3,304
Other fees and grants	-	210	-	(3)	207	301	207	301
Community employment scheme - projects	-	295	-	-	295	317	295	317
Sub total	139	5,777	(281)	(299)	5,336	5,409	5,336	5,409
Total statutory	652	16,112	(44)	(1,070)	15,650	15,271	15,650	15,271
d. Other income								
Donations and other income					8,195	9,518	9,540	9,762
Sub total					8,195	9,518	9,540	9,762
Total					23,845	24,789	25,190	25,033

Abbreviations

ABC - Area Based Childhood

CYPSC - Children and Young People's Services Committee

DCYA - Department of Children and Youth Affairs

DH - Department of Health

DHPLG - Department of Housing, Planning and Local Government

DRCD - Department of Rural and Community Development

DSGBV Unit - Domestic, Sexual and Gender Based Violence Unit

QCBI - Quality and Capacity Building Initiative

SSNO - Scheme to Support National Organisations

VCO - Voluntary Childcare Organisations

APPENDIX 2 (not forming part of the financial statements)

A. Tusla (Child & Family Agency) - breakdown of grants received during 2018

Grant type	Grant name/Project	Purpose	Grant amount €000	Term	Cash receipts in 2018 €000
A. Dublin North City					
S56	Mulhuddart Family Support	Family Support	285	Jan-Dec 2018	285
S56	Mulhuddart Early Years	Targeted Early Intervention	229	Jan-Dec 2018	229
S56	Corduff	Family Support	314	Jan-Dec 2018	314
S56	Finglas	Family Support	382	Jan-Dec 2018	382
S56	Finglas Teen Parents	Teen Parent Work	115	Jan-Dec 2018	115
S56	Finglas Early Years	Targeted Early Intervention	147	Jan-Dec 2018	147
S56	Finglas Family Resource	Family Resource	80	Jul-Dec 2018	80
Capital	Finglas Family Resource	Family Resource	117	Jul-Dec 2018	117
AF	Finglas	Family Support	3	Jan-Dec 2018	3
S56	ABC Finglas	Family Support	47	Nov-Dec 2018	47
Sub total					1,719
B. Louth/Meath					
S56	Family Welfare Conference	Family Support	88	Jan-Dec 2018	88
Sub total					88
C. Dublin South West/Kildare/West Wicklow					
S56	Bawnlea Child and Family Service	Family Support	203	Jan-Dec 2018	203
S56	Clondalkin Teen Parents	Teen Parent Work	149	Jan-Dec 2018	149
S56	Millbrook Child and Family Service	Family Support	268	Jan-Dec 2018	268
S56	Clondalkin Teen Parents	School Completion	51	Sept18-Aug19	51
AF	Family Intervention Service Ballyogan	Family Support	60	Jan-Dec 2018	60
AF	Parents Support Initiative	Parent and Toddler Support	7	Jan-Dec18	7
AF	Bawnlea Child and Family Service	Parent and Toddler Support	4	Jan-Dec 2018	4
Sub total					742
D. Dublin South Central					
S56	Post Adoption Service	Post Adoption	138	Jan-Dec 2018	138
S56	Post Adoption Service Expansion	Post Adoption	38	Jan-Dec 2018	38
S56	Rialto	Family Support	122	Jan-Dec 2018	122
S56	Cherry Orchard	Family Support	297	Jan-Dec 2018	297
Sub total					595
E. Midlands					
S56	Family Support - Athlone, Mullingar, Tullamore, Edenderry, Laois	Family Support	990	Jan-Dec 2018	990
Sub total					990
F. Dublin South East/Wicklow					
S56	Loughinstown	Targeted Early Intervention	196	Jan-Dec 2018	196
S56	Dun Laoghaire	Targeted Early Intervention	190	Jan-Dec 2018	190
Sub total					386

APPENDIX 2 (not forming part of the financial statements) (continued)

A. Tusla (Child & Family Agency) - breakdown of grants received during 2018 (continued)

Grant type	Grant name/Project	Purpose	Grant amount €000	Term	Cash receipts in 2018 €000
G. Donegal					
S56	Differential Response Model	Differential Response Model	496	Oct 17-Mar 19	59
Sub total					59
H. Mid West					
S56	Limerick North and South Family Support	Family Support	1,068	Jan- Dec 2018	1,068
S56	Thurles Targeted Early Intervention and Family Support	Family Support	530	Jan- Dec 2018	530
TSG	Youth Participation Seed Funding Limerick	Family Support	1	Jan- Dec 2018	1
TSG	Youth Participation Seed Funding Thurles	Family Support	2	Jan- Dec 2018	2
Sub total					1,601
I. Cork					
S56	South Cork City, North Cork City, Fermoy/Mitchelstown and Youghal	Family Support	481	Jan-Dec 2018	481
S56	Cork Creative Community Alternatives	Family Support	40	Jan-Dec 2018	40
TSG	Cork Parental Participation project	Family Support	5	Jan-Dec 2018	5
Sub total					526
J. Waterford/Wexford					
S56	Ballybeg	Family Support	356	Jan-Dec 2018	356
S56	Dungarvan	Family Support	80	Jan-Dec 2018	80
S56	Wexford	Family Support	217	Jan-Dec 2018	217
S56	Wexford	Teen Parent Support	79	Jan-Dec 2018	79
S56	Waterford Student Mothers	Teen Parent Education	43	Sept 2018 - Aug 2019	43
Sub total					775
K. Carlow/Kilkenny/South Tipperary					
S56	Clonmel	Family Support	490	Jan-Dec 2018	490
S56	Carlow	Family Support	231	Jan-Dec 2018	231
S56	Carlow/Kilkenny	Family Welfare Conference	57	Jan-Dec 2018	57
Sub total					778
L. Counselling Grant Section					
S56	Breavement Service	Family Support	175	Jan- Dec 2018	175
Sub total					175
M. Tusla in conjunction with Limerick City Children's Services Committee					
CYPSC	CYPSC via Tusla	Family Support	3	Jan- Dec 2018	3
Sub total					3

APPENDIX 2 (not forming part of the financial statements) (continued)

A. Tusla (Child & Family Agency) - breakdown of grants received during 2018 (continued)

Grant type	Grant name/Project	Purpose	Grant amount €000	Term	Cash receipts in 2018 €000
N. Library and Information Services					
Contract	Library and Information Services	Library and Information Services	63	Jan 2018 - Dec 2020	21
Sub total					21
O. QCBI					
QCBI	Dungarvan	Family Support Development Plan	36	Sept -Dec 2018	36
QCBI	Glór na nÓg	Advocacy	25	Sept -Dec 2018	27
Sub total					63
P. Domestic, Sexual and Gender Based Violence Unit					
S56	National Funding	Family Support	93	Dec 18- Nov 19	45
S56	Local Projects	Family Support	44	Jan- Dec 2018	44
Sub total					89
Total					8,610

B. POBAL - breakdown of grants received during 2018

A. Loughlinstown Family Centre

DYCA SS	CCS - Loughlinstown Early Years Service	EYPS	42	Sep 2017-Aug 2018	22
DYCA SS	CCS - Loughlinstown Early Years Service	EYPS	63	Sep 2018-Aug 2019	14
Sub total					36

B. Tivoli Family Centre

DYCA SS	CCS - Tivoli Early Years Service	EYPS	42	Sep 2017-Aug 2018	19
DYCA SS	CCS - Tivoli Early Years Service	EYPS	77	Sep 2018-Aug 2019	29
Sub total					48

C. Brighter Futures, Knocknaheeny Service

DYCA SS	CCS - Brighter Futures Knocknaheeny	EYPS	86	Sep 2017-Aug 2018	36
DYCA SS	CCS - Brighter Futures Knocknaheeny	EYPS	100	Sep 2018-Aug 2019	41
Sub total					77

D. Early Years Service, Mulhuddart

DYCA SS	CCS - Mulhuddart Early Years Service	EYPS	80	Sep 2017-Aug 2018	58
DYCA SS	CCS - Mulhuddart Early Years Service	EYPS	51	Sep 2018-Aug 2019	32
Sub total					90

E. Finglas Early Years Service

DYCA SS	CCS - Finglas Early Years Service	EYPS	69	Sep 2017-Aug 2018	41
DYCA SS	CCS - Finglas Early Years Service	EYPS	52	Sep 2018-Aug 2019	33
Sub total					74

APPENDIX 2 (not forming part of the financial statements) (continued)

B. POBAL - breakdown of grants received during 2018 (continued)

Grant type	Grant name/Project	Purpose	Grant amount €000	Term	Cash receipts in 2018 €000
F. Millbrook Family Support Service					
DYCA SS	CCS - Millbrook Child & Family Service	EYPS	99	Sep 2017-Aug 2018	64
DYCA SS	CCS - Millbrook Child & Family Service	EYPS	97	Sep 2018-Aug 2019	41
Sub total					105
G. Thurles Targeted Early Intervention Service					
DYCA SS	CCS - Thurles Targeted Early Intervention Service	EYPS	68	Sep 2017-Aug 2018	22
DYCA SS	CCS - Thurles Targeted Early Intervention Service	EYPS	83	Sep 2018-Aug 2019	33
Sub total					55
H. Paul Partnership, Areas Based Childhood (ABC)					
ABC	ABC Programme - Start Right Limerick	PEI	58	Jan-Aug 2018	58
ABC	ABC Programme - Start Right Limerick	PEI	28	Sept-Dec 2018	28
Sub total					86
I. Other					
VCO	Programme for VCO	ECCE	553	Jan-Dec 2018	553
ABC	ABC Finglas	ABC programme	442	Jan-Oct 2018	442
SSNO	SSNO - DHPLG	Staffing costs	262	Jul 2016-June 2019	90
ABC	Northside Community Health Initiative (Cork) Ltd - Young Knocknaheeny ABC	Reimbursement of expenses	1	May 2018	1
HIF	HIF 2017/2018 - Laois, Longford, Offaly & Westmeath	Training and programme rollout costs	76	Nov 2017-Mar 2018	68
HIF	HIF - Dublin City North CYPSC - Finglas Family Resource Centre	Training and programme rollout costs	15	Apr 2018-Mar 2019	-
Sub total					1,154

C. HSE - breakdown of grants received during 2018

S39	Special Needs Service	Disability	172	Jan- Dec 2018	172
AF	Bawnlea Child and Family Service	Parent and Toddler Support	4	Jan- Dec 2018	5
S39	Lorien	Family Support	121	Jan- Dec 2018	121
S39	Rivendell	Family Support	214	Jan- Dec 2018	214
S39	Addiction Services	Family Support	207	Jan- Dec 2018	189
S39	Rialto	Family Support	49	Jan- Dec 2018	49
S39	Family Intervention Service Ballyogan	Family Support	148	Jan- Dec 2018	136
Total					886

Abbreviations

AF - Additional Funding

S39 - Section 39 Funding

S56 - Section 56 Funding

TSG - Tusla Seed Grant

DCYA SS - Department of Children & Youth Affairs Subvention Scheme

ECCE - Early Childhood Care and Education

EYPS - Early Years Programme Support

PEI - Prevention and Early Intervention

APPENDIX 3 (not forming part of the financial statements)

Five year summary of the statement of financial activities

Year	2018	2017	2016*	2015	2014**
	€000	€000	€000	€000	€000
Income					
Donations and legacies	6,879	8,041	8,076	6,401	5,822
Retail	1,060	1,112	1,184	1,215	1,234
Tusla (Child & Family Agency)	8,513	8,175	7,915	8,075	7,927
Service income GAL	3,277	3,304	3,611	3,718	3,712
Pobal	1,801	1,687	1,778	1,508	1,310
Health Service Executive	933	890	903	768	786
Other statutory income	1,126	1,215	1,132	810	999
Memberships, publications and training	224	343	162	280	137
Investments and other	32	22	30	341	114
Total income	23,845	24,789	24,791	23,116	22,041
Expenditure					
Family support	8,083	8,039	7,417	6,473	6,323
Early years	3,545	3,736	3,351	3,127	3,023
GAL	2,835	3,430	3,018	2,936	2,947
Learning and development	1,369	1,511	1,376	1,123	1,401
Specialist services	2,804	2,599	2,445	3,504	3,161
Advocacy and volunteer initiative	740	293	326	316	272
Support	1,504	1,323	1,605	1,349	1,024
Subtotal charitable activities	20,880	20,931	19,538	18,828	18,151
Raising funds	4,310	4,102	3,873	3,589	3,258
Governance***	-	-	-	230	192
Total Expenditure	25,190	25,033	23,411	22,647	21,601
Net (expenditure)/income for the year	(1,345)	(244)	1,380	469	440

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

** Restated figures (as per the 2015 Financial Statements) have been used. The restatement was due to the move to FRS102.

*** Governance costs are now included in support costs

REFERENCE AND ADMINISTRATIVE DETAILS

Name Barnardos - Republic of Ireland Company Limited by Guarantee (CLG).
Barnardos - Republic of Ireland CLG is authorised to use the name Barnardos under licence from Barnardo's United Kingdom.

Registered Office 4 Christchurch Square, Dublin 8

Company Registration No. 141526

Revenue Charity No. CHY6015

Registered Charity No. 20010027

Board Members

David Begg *Chairperson*

Miriam Hughes *Vice Chairperson*

Martin Dobey *Treasurer*

Grainne Burke

Jane Forman

Helen Kelly

Gary McGann

Phelim O'Leary

John O'Reilly

Sue Lamon-Diver

Louise Crowley

Maria Kelly

Trevor Spratt

Ivan Fox (appointed July 2018)

Gerry Murphy (retired July 2018)

Company Secretary

Aoife Gleeson

Executive Management Team

Chief Executive Fergus Finlay (to October 2018)
Suzanne Connolly (from October 2018)

Director of Children's Services Suzanne Connolly (to October 2018)
Siobhan Greene (from October 2018)

Director of Finance, Governance and IT Aoife Gleeson

Director of Fundraising and Retail Mary Gamble

Director of HR and Engagement Jacki Conway

Director of Business Development Dianne Moore (to April 2018)

Principal Bankers Allied Irish Bank, 7/12 Dame Street, Dublin 2

Principal Solicitors Beauchamps Solicitors, Riverside 2, Sir John Rogerson's Quay, Dublin 2

Auditor KPMG, Chartered Accountants, 1 Stokes Place, St. Stephen's Green, Dublin 2

Actuary Lane Clark & Peacock Ireland, Grand Canal Wharf, South Dock Road



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