



Fighting for the most vulnerable

Believe in
children



Barnardo's

Barnardo's Annual
Report and Accounts

2013

www.barnardos.org.uk

Fighting for the most vulnerable

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Chair's introduction



I am very pleased to report on our achievements and changes in the last year. We have launched a new three-year strategic business plan, *True to our roots, fit for the future*. This plan, now being implemented, will enable us to transform the lives of the UK's most vulnerable children. At its heart is our new vision to realise our founder Thomas Barnardo's dream of a world where no child is turned away.

The new strategy also sets out how we plan to respond to an ever-changing and challenging environment. Critically we will continue to work with our commissioners to deliver excellent and effective services, and use our funding and voluntary donations from the public, companies and trusts to grow our work with the most vulnerable children and young people. We have been there for the children who struggle the most for almost 150 years and we will continue to be here for as long as they need us.

Over the last year we have been widely recognised for our work with children, receiving a number of awards. Our results from external inspections have improved significantly: 87 per cent of external inspections who provide a rating have rated our services 'good' or above in 2012–13, compared with 74 per cent in 2011–12.

Through our campaigning work we have continued to push for change that transforms the lives of vulnerable children. Our *Cut them free* campaign, which aims to stop children being exploited for sex, set out to change the negative ways that these vulnerable young people can be perceived and blamed for the abuse they have suffered. Our *Remember they are children* petition generated over 30,000 signatures and has been key to us ensuring that no sexually exploited child is ever told they consented to this appalling crime when they courageously go to court to get justice.

Like many charitable organisations, we have been affected by cuts to local authority funding for children's services. While many of our services have been affected, through closure or reduction in size, we have continued to find ways to expand our work in other areas, aligning our resources to those who need us most.

Our fundraising staff and volunteers have raised more than £43.5m, a tremendous achievement in light of the competition we face for charitable donations. We now have more than 500 shops and they have continued to increase their profit. Our corporate partners, donors and celebrity supporters have worked alongside us to transform children's lives by giving money, time and expertise. At the end of this financial year, despite the ongoing economic downturn, we achieved a surplus that will be invested in growing our work with the most vulnerable children.

My thanks go to Anne Marie Carrie, who has led the launch of our new strategic plan with admirable vision. She has steered Barnardo's through three very successful years despite the challenging external climate. I would also like to thank the Corporate Management team for their stewardship of Barnardo's and their dedication in implementing our new plan. Most of all I want to thank our staff, volunteers and supporters for their devotion and commitment to meeting the needs of the most vulnerable children.

Judy Clements OBE

Chair of the Board of Trustees

17 July 2013

Report of the Board of Trustees

At Barnardo's we believe in children. Our vision is to realise our founder's dream of a world where no child is turned away. Our purpose is to transform the lives of the UK's most vulnerable children.

Barnardo's is the largest children's charity in the UK: we run over 900 services and have more than 500 shops, over 8,000 staff and some 15,000 volunteers who help support our work.

We have been changing children's lives since 1866 when our founder Thomas Barnardo began our charitable work. Our work today reaches more than 200,000 children, young people and their families, and ranges from support and counselling to fostering and adoption. Where we believe that vulnerable children's needs are not currently seen or heard we are committed to focusing our charitable efforts to reach them.

We will always fight for the right of all children to thrive. We believe that children deserve a strong start in life, that they deserve to grow up in a safe, loving home and that they deserve the education, training and skills they need to help them find employment when they are ready to go out in the world alone. We want to change their lives for the better and we do this by concentrating our efforts on providing high-quality, high-impact services.

Part of our mission is to defend, safeguard and support children and young people at key moments to change their lives for the better. We campaign for changes to government policy, seeking to influence practice and public opinion, to help improve children's lives. Our campaigns draw on our research and experiences of working with the most vulnerable children.

To fund our work, Barnardo's relies upon voluntary donations from the public, companies and trusts, together with the fees and grants we raise for providing services to local authorities and other funding partners.

Objectives and achievements

2012–13 marked the final year of a three-year business plan that set out our strategic direction to March 2013. The plan focused on the two areas where Barnardo's is able to make the greatest impact on the lives of vulnerable and disadvantaged children and young people: direct service provision and being an effective advocate for change. We set 10 objectives against which we have measured performance. The objectives and results are as follows:

1. Improve the reach of services to children and young people who are the most disadvantaged, measured by the number of service reach targets that are fully or partially met.

Measuring the reach of our services ensures that we focus our finite resources on delivering services to children and young people who may, as a result of disadvantage, otherwise not benefit from Barnardo's support. Each service sets three targets to reach the most disadvantaged, including one for black and minority ethnic service users. We have met 64 per cent of set targets and partially met a further six per cent. For the remainder, the original targets are no longer applicable due to external changes to service specifications and service design, as well as requirements from commissioners that prevent the targeting of specific communities.

2. Grow our direct work with children, as measured by our spend on Children's Services, by 15 per cent over the three years of the business plan.

We increased charitable expenditure on service provision from £176.5m in 2009–10 to £187.5m in 2012–13, an increase of six per cent. Since we set the original target of 15 per cent there has been a change in government, significant cuts in public sector funding and a prolonged economic downturn. While this means we have

stopped or reduced some services, we have successfully expanded other areas of work but not to the extent that we originally intended. Areas where we have expanded our work include helping unemployed and disadvantaged young people prepare for and find sustainable employment, working with the Department for Education and two other charities to improve outcomes for families, and working with local authorities to improve their adoption processes.

3. By April 2013, have an outcomes assessment in place for 90 per cent of current service users and to improve outcomes for 80 per cent of those service users.

As of March 2013, 88 per cent of the children and young people we work with had an outcomes assessment in place. We achieved an improvement in 70 per cent of measured outcomes. Many children and young people would have had more than one outcome and therefore it is highly probable that more than 80 per cent of children and young people had at least one improved outcome.

4. Over the three years of the business plan achieve a total of at least 20 significant changes in legislation or government policy (across the four UK nations) as a result of our influence.

During the three years of the business plan we achieved a total of 23 significant changes to legislation or government policy. Successes during the plan included:

- Successfully lobbying the Treasury and the Department for Education to make a £5m contribution to savings accounts for the UK's looked-after children, achieved in collaboration with other charities.
- Drafting the Welsh Assembly Government's guidance on safeguarding and child sexual exploitation (CSE). Our *Cut them free* petition brought about commitment from the Scottish Government to fund the production of materials on CSE and to update the Scottish National Child Protection Guidance. We were also heavily involved

in developing *Pathways to success*, Northern Ireland's strategy for young people not in employment, education or training, for consultation by the First Minister.

- Making a significant contribution to ending the immigration detention of children.

We continue to influence the Government on proposed legislation that has a direct effect on child poverty.

5. In each year of the plan, increase net fundraising income from the general public, companies and trusts, in line with the budget for the year.

Net fundraising income increased by 0.6 per cent in 2012–13, to £32.6m, in line with the budget for the year.

6. Increase the number of individuals from whom we have pledges to leave us a gift in their Will by 20 per cent year-on-year.

The number of notified pledges has increased by 52 per cent over the last three years, just short of the ambitious target that we set.

7. Deliver a significant year-on-year growth in net income from Retail and Trading, in line with the budget set for each year of the plan.

Retail and Trading continues to be successful, recording the highest net profit ever in 2012–13, at £10.9m. This is an increase of 93 per cent over the last three years, and ahead of the budget set for the three years.

8. Increase our sustained spontaneous awareness among our core audience throughout the life of the plan.

Spontaneous awareness – the unprompted recognition of the Barnardo's name and brand by a proportion of the general population – increased from 13 per cent at the start of the plan to an average of 18 per cent during the three years of the plan.

9. Launch revised Learning and Development programmes in five key areas and succeed in having 80 per cent of the target staff group complete the training by April 2013.

We have developed and launched four programmes, meeting the target of 80 per cent completion in one area and making substantial progress towards the target in the other three areas.

10. Maintain the four per cent reduction in expenditure on overheads as a proportion of total expenditure.

We reduced the percentage of expenditure spent on overheads by more than four per cent by March 2012, and maintained the reduction at this level during 2012–13.

Plans for 2013–16

2013 marks the launch of our new strategic business plan for 2013–16, *True to our roots, fit for the future*. Over the life of this plan we will be focusing on the children, young people and families who are unseen, unheard and whose needs are ignored. We will focus on where we can make the most impact and strengthen our presence in local communities. We will respond to a challenging external environment of increasing need, decreasing resources and more competition in every field.

We have identified strategic objectives for 2016, against which we will judge our success.

We will:

1. Plan, develop and implement strategies in four priority areas of need: children at risk of sexual exploitation, young people who have spent time in care (care leavers), children affected by parental imprisonment and early intervention with families.
2. Further improve the quality of our children's centres and grow our market share.
3. Increase the number of young people we help achieve employment, training and skills.
4. Be one of the top voluntary adoption agencies in the UK, providing excellent UK-wide services and a growing number of fostering placements.
5. Achieve significant changes in government policy so that the most vulnerable children and young people achieve their potential.
6. Increase non-legacy fundraising income over the next three years.
7. Extend our retail chain to raise more net income towards our work.
8. Increase the number of volunteering opportunities across the organisation.

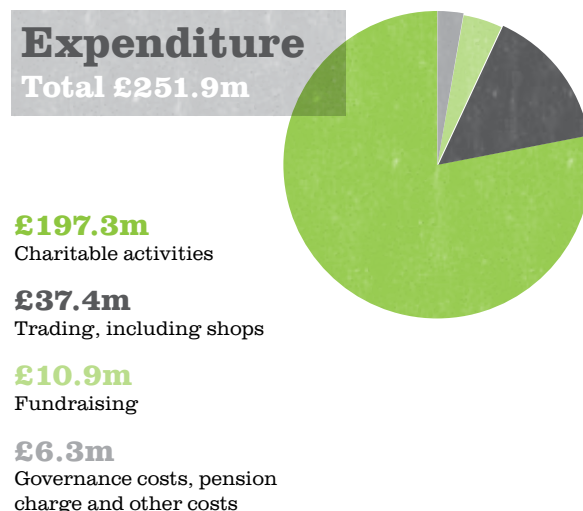
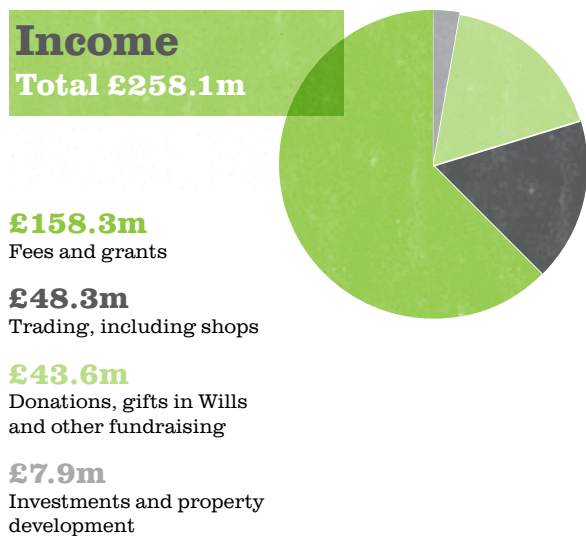
Public benefit

In setting plans and priorities for areas of work, the Trustees of Barnardo's have followed the latest guidance from the Charity Commission on the provision of public benefit, in accordance with section 17 of the Charities Act 2011. In particular, the Trustees consider how activities will contribute to meeting the objectives they have set and focus on the services that will deliver the greatest impact to the most vulnerable children and young people. In delivering these services, we clearly identify the benefits to the service users and monitor progress to ensure benefits are accruing as planned and to learn any lessons that can be fed back into the planning and delivery cycle.

We have demonstrated how Barnardo's delivers its principal charitable objective – to promote the care, safety and upbringing of children and young people – in the above summary of Barnardo's objectives and achievements during 2012–13. We have set out more specific examples of activities in the *Annual Review 2013*, which complements this report. One such example is the story of Tayyibah, aged 13, who cares for her mother Mehnaz, who has prolapsed discs in her back. Our Lancashire Young Carers service arranged for home carers to look after Mehnaz to reduce the pressure on Tayyibah, and for Tayyibah to go to our time-out sessions to meet new friends and have a break from her responsibilities at home.

By providing services that support and empower children and by campaigning for changes to government policy that will improve children's lives, Barnardo's helps some of the most vulnerable children and young people to reach their full potential. This benefits society as a whole as well as the beneficiaries themselves. In doing this, Barnardo's meets the public benefit requirement as set out in section 4 of the Charities Act 2011.

Finance



Results for 2012–13

The statement of financial activities on page 22 shows that, compared to last year, we spent an extra £8.9m on charitable expenditure, most of which was spent on delivering services. This was made possible by increasing income (after deducting the direct costs of generating income) by £10.4m to £209.5m. This is a five per cent increase on our 2011–12 total income of £199.1m. Of this increase, £7.6m came from fees and grants from local authorities at a time when they are looking for savings and more cost-effective ways of meeting their requirements. Meanwhile, our voluntary income remained almost unchanged from last year, with a nine per cent increase in income from gifts in wills off-setting a similar reduction in donations from individuals. Net income from trading in our shops was at its highest ever, with a profit of £10.9m to spend helping transform the lives of the most vulnerable children.

Income less charitable expenditure produced a surplus of £6.2m, which will be invested in the priority areas stated in objective 1 on page 9.

The statement of financial activities goes on to show any change in the value of our investments and movement in the long-term valuation of the Barnardo's pension fund. In the year to 31 March 2013, the value of our investments increased by £5.4m and the deficit in the Barnardo's pension fund increased from £83.9m to £87.8m. This increase in the deficit reflects a continued deterioration in pension scheme funding across the UK. The Board of Trustees of Barnardo's and the Trustees of the pension fund have agreed a plan to eliminate the deficit over time, including closure of the pension scheme to future accrual.

General reserve and risk management strategy

Barnardo's maintains a level of financial reserves in order to meet potential losses that might arise from its charitable activities, investments, trading and other activities. The objective is that Barnardo's would be able to carry on its work, even if faced with a combination of difficult circumstances, and have the time to adjust its strategy to meet these changing circumstances. At the same time, the Trustees want to maximise the resources used for charitable purposes and therefore aim to ensure that reserves are no higher than necessary. Reserves are represented by the fund balances in the balance sheet on page 23.

The Trustees assess the risks to which Barnardo's could be exposed and the appropriate level of reserves that we should maintain. The current assessment of the target range of free reserves – funds that are freely available to be used for our general charitable purposes – is £36–48m. The actual level of reserves is regularly reviewed and if the level looked likely to move significantly outside the target range we would take actions to bring reserves back in line with the target.

The balance sheet shows unrestricted reserves – reserves that do not carry any restrictions on how they can be used – of £80m (2011–12: £73.1m) excluding the pension liability. In assessing free reserves, the fixed asset fund of £41m (2011–12: £35.2m) is excluded because this cannot quickly be realised. The pension deficit of £87.8m (2011–12: £83.9m) is also excluded as this is a long-term liability that we plan to eliminate. After deducting the fixed assets fund and pension deficit, there remain unrestricted funds of £39m (2011–12: £37.9m), which is within the target range (£39m is equivalent to two months' expenditure).

A further £29.2m (2011–12: £26.9m) is held in restricted and endowment funds, only the income from which is available to fund our work.

Overall financial health

Throughout 2012–13 and looking ahead, Barnardo's has successfully secured new income to support its charitable activities and deliver its plans. The current economic and public sector funding situation is expected to remain challenging for some time to come and so the Trustees have developed contingency plans to minimise the effect on our charitable activities should income be adversely affected.

Investments

Barnardo's investments are held in a combination of investment funds managed by BlackRock, an independent asset management company, and comprise equities, fixed-income securities and cash. The equities fund does not invest in companies whose products are associated with the tobacco or the arms industries. In the year to 31 March 2013 our unrestricted investments delivered a return of 15.7 per cent. Performance is measured against relevant market indices, and over the same period performance was 0.7 per cent worse than the benchmark. Performance has, on average, been in line with the benchmark over the last five years.

Commercial activities

The financial activities of Barnardo's subsidiary companies are summarised in note 3 to the accounts. In total, the subsidiaries generated net income of £1.9m (2011–12: £1.7m), with all of the subsidiaries contributing to the surplus. The net income from each subsidiary is gift aided to Barnardo's.

Barnardo Trading Limited generated a profit of £898,000 during the year (2011–12: £742,000) from its mail order, publishing and retail activities. Barnardo's total Retail and Trading activities (including the sale of donated goods in Barnardo's shops, which is accounted for as part of the charity's activities) produced, in total, a profit of £10.9m (2011–12: £9.6m).

Barnardo Developments Limited's principal activity is the development and sale of properties that are surplus to Barnardo's operational requirements. The company generated a profit of £145,000 during the year (2011-12: £107,000).

Barnardo Events Limited raises sponsorship and runs special events to generate funds for Barnardo's, with much of the income included in the charity's accounts. The company generated a profit of £292,000 during the year (2011-12: £314,000).

Barnardo Services Limited provides a range of services for children and young people in conjunction with local authorities, health authorities and similar bodies. The company generated a profit of £561,000 during the year (2011-12: £496,000).

Going concern

The Trustees confirm that the accompanying accounts comply with statutory requirements, the requirements of the Articles of Association and the requirements of the Statement of Recommended Practice on Accounting and Reporting by Charities (SORP 2005). The Trustees consider that Barnardo's has adequate resources to continue in business for the foreseeable future and that, for this reason, it should continue to adopt a going-concern basis in preparing the accounts.

Structure, governance and management

Barnardo's is a company limited by guarantee (registered in England, company number 61625). It operates throughout the UK and is a charity registered in England and Wales (Charity Commission registration number 216250) and in Scotland (Office of the Scottish Charity Regulator registration number SC037605). It is governed by its Articles of Association, last reviewed and revised in 2011. The Articles of Association set out the charitable purposes for the public benefit in the following terms:

1. To promote the care, safety and upbringing of children and young people by:
 - supporting and assisting those in need, their families and carers
 - promoting their health
 - advancing their education.
2. The relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage.

The Board of Trustees, who are elected by the Members of Association at the annual general meeting, are the charity's trustees and the legal directors of the company. Members of the Board of Trustees serve for a three-year term, after which they are eligible for re-election. New trustees are selected through an open recruitment process, which generally includes advertising in the national press and online and a targeted recruitment search.

New appointees and existing trustees are provided with an induction programme and a range of other training opportunities to help them meet their responsibilities. The Board meets every two months, with occasional ad hoc meetings for exceptional business. The balance of trustees is kept under review with regard to its diversity and geographical spread, and the Board places particular emphasis on appointing

individuals who bring specific skills that have been identified.

The Board has a written schedule of matters reserved for decision by the whole Board, which include:

- the formulation and implementation of strategy
- overseeing the implementation of the strategy through annual operating plans and budgets
- monitoring progress
- accepting ultimate responsibility for the sound professional, legal and financial management of the charity.

Matters not reserved for decision by the Board are delegated either to one of the board committees or to the chief executive.

The board committees are as follows:

- The **Audit and Risk Committee** independently reviews the effectiveness of Barnardo's internal control and risk management systems and the content of the *Annual Report and Accounts* and supporting materials before submission to the full Board. It also considers any significant issues arising in respect of either internal or external audit or inspection arrangements.
- The **Family Placement Scrutiny Committee** is responsible for adoption and family placement work within Barnardo's. It considers reports, proposals and recommendations prior to submission to the Board. It also ensures that the adoption agency and family placement work operate in accordance with the law and organisational policy.
- The **Investment Committee** assists the Board in safeguarding the charity's assets and determining investment policy, including the charity's stance on ethical investment. It appoints, and receives reports from, the charity's investment managers, who manage the portfolio on a discretionary basis. It also approves loan arrangements for subsidiary companies and ensures an appropriate

return on capital invested in non-operational properties. In the past year it has conducted a full review of Barnardo's investment strategy.

- The **Nominations Committee** reviews the make-up of the Board of Trustees and recommends action to address identified requirements. It may appoint the panel of trustees that handles trustee recruitment, has oversight of Membership of Association and may appoint national committee members.
- The **Remuneration Committee** determines the remuneration of the chief executive and members of the Corporate Management team (the senior executives who report to the chief executive) on an annual basis. Their remuneration does not include any share options or long-term incentive scheme. The period of notice for termination of contracts of employment is six months for the chief executive and between 12 and 16 weeks for the members of the Corporate Management team. The pension provisions for the chief executive and the members of the Corporate Management team are on the same terms as other employees.
- **Three national committees** in Scotland, Northern Ireland and Wales that comprise one or two trustees plus other individuals with local knowledge and experience. Barnardo's remains a single UK charity but these committees are responsible, within the framework set by the Board, for overseeing the development of services, the raising of income and Barnardo's influencing work in their respective nations.

The Board may also set up ad hoc, time-limited committees from time to time, if it deems this necessary, for example to review governance.

Barnardo's abides by the Code of Good Governance, which sets out the principles of board leadership for the voluntary and community sectors.

President

Her Royal Highness The Duchess of Cornwall continued her active support of Barnardo's. In February 2013 she hosted a reception at Clarence House, bringing together experts and practitioners from many sectors to discuss the challenge of tackling child sexual exploitation – one of our priority areas of identified need. During the past year she has also visited services across the UK, highlighting our work with the UK's most vulnerable children and young people. This has included visits to Aberdeen, to meet fostering service users, and Middlesbrough, where the Duchess visited our Sexual Exploitation of Children On the Streets (SECOS) service. In addition, she has acknowledged the exceptional efforts made by staff, volunteers and supporters by way of a President's Certificate.

Board of Trustees

A list of Trustees is shown on page 45.

Management

Barnardo's activities extend across all four UK nations: England, Scotland, Northern Ireland and Wales. England is managed from seven offices based in Birmingham, Bristol, Crawley, Leeds, Liverpool, London and Newcastle. Responsibility for operational activities is allocated to four departments: Children's Services, Strategy, Marketing and Corporate Services.

Barnardo's has three sister charities: Barnardos Republic of Ireland, Barnardos Australia and Barnardos New Zealand. Each is a locally registered organisation with its own governing body and raises money for use in its home country. They use the Barnardo's name under licence from Barnardo's in the UK. Their financial activities are not included in the accompanying accounts as they are wholly independent of Barnardo's in the UK.

There were no transactions with related parties during the year other than contributions made to the Barnardo's pension scheme, which are separately disclosed in the notes to the accounts.

Internal control and risk management

Barnardo's Board of Trustees has responsibility for ensuring the following:

- The charity has an appropriate system of financial and non-financial controls to provide reasonable assurance that it is operating efficiently and effectively.
- Its assets are safeguarded against unauthorised use or disposition.
- Proper records are maintained.
- Financial and operational information used within the charity or for publication is reliable.
- Barnardo's complies with relevant laws and regulations.

The Audit and Risk Committee examines the effectiveness of the systems of internal operational and financial control annually and confirms the operating effectiveness of those systems to the Board. The key components of Barnardo's internal control and risk management environment include the following:

- A documented framework of delegated authority with procedures for reporting decisions.
- An approved business plan and annual budget, against which progress is reported on a regular basis, including monthly financial reporting of actual results compared with budgets and forecasts.
- An inspection and audit regime, involving both Barnardo's Corporate Audit and Inspection Unit and third-party inspectors and auditors, which subjects critical business systems and policy areas of Barnardo's operations to regular review. The results of each review are reported to management and, via the Audit and Risk Committee, to the Board of Trustees.
- Policies on whistle-blowing and reporting in relation to safeguarding, child protection, health and safety, and complaints, to ensure compliance with statutory requirements.
- Formal consideration by the Board of an annual governance statement in which the

effectiveness of the charity's financial and operational internal controls have been satisfactorily reviewed against objective and independent evidence. This process complies with the Charity Commission's recommended practice.

We operate a formal risk-management process, culminating in a corporate risk register containing the top-level business risks, their likelihood and impact, and the consequent actions necessary to manage those risks. This process follows good practice methods and guidance. The top corporate risks identified are the potential impact from a current or historic safeguarding incident; an inability to show evidence of the impact of our work; failing to generate sufficient fundraising income to meet our needs; the pension recovery plan not achieving its objective and not delivering the new strategic business plan objectives as detailed on page 9.

In terms of financial risks, we agree prices in advance with our customers and suppliers to minimise the pricing risk to Barnardo's. Credit risk on amounts owed by donors and funders is low, and our activities are UK-based so exchange risk is negligible. Regarding liquidity risk, we have set out our policies on the management of investments and reserves above.

Trustees and senior management review these risks throughout the year and are satisfied that appropriate actions are being taken against them to ensure the risks are mitigated.

Auditors

In accordance with section 487 of the Companies Act 2006, BDO LLP will be deemed to be re-appointed as auditors at the 2013 annual general meeting. Barnardo's abides by regulatory requirements and best practice principles regarding auditor independence and rotation.

Equal opportunities

Barnardo's is committed to promoting equality and diversity. We aspire to be an inclusive organisation where diversity is welcomed and valued among its service users, staff and volunteers.

We aim to reflect equality and diversity in every aspect of the organisation by making our services inclusive and accessible to the most vulnerable children in the UK and by attracting and retaining a diverse workforce that reflects the communities we serve.

Barnardo's strives to create a culture where people treat each other with mutual respect, irrespective of age, disability, gender, gender reassignment, marriage, civil partnership, pregnancy and maternity, race, religion and belief, sexual orientation, irrelevant offending background, responsibility for dependants, economic status or political values.

To ensure equality and diversity is embedded within the organisation, we are developing a corporate strategy on this issue and have started using equality impact assessments, which we plan to roll out across the organisation in 2013–14. These measures will help to ensure that we place diversity and equal opportunity at the heart of our priorities and that we achieve our aspirations.

Communicating with staff and volunteers

Barnardo's values the views of staff and volunteers and actively engages with them regularly, sharing news on current business activity, performance and plans for the future.

We engage with our internal audiences via e-newsletters as well as the cascade of messaging via a monthly managers' briefing tool. We also host a number of face-to-face events and phone-in sessions to encourage staff and volunteers to discuss our work with senior staff including our chief executive. These sessions provide participants with the opportunity to raise questions and they can also contact the chief executive directly to ask any question they may have about the charity.

We also receive feedback via our intranet discussion forums, surveys and events.

Environment

Barnardo's continues in its efforts to reduce its overall impact on the environment and reduce its carbon footprint through the following initiatives:

1. Purchasing 'green' electricity produced from sustainable, renewable energy sources for all our premises, resulting in lower carbon emissions and less impact on the climate.
2. All diesel vehicles in our car fleet have been replaced with 100g/km low-emission models.
3. Continuing to promote the 'Big Switch Off' energy campaign, with the aim of reducing energy consumption by five per cent each year.
4. Promoting recycling within our larger sites, reducing the amount of waste being sent to landfill.
5. Recycling unsold and damaged donations for retail shops, including textiles, shoes, plastics, DVDs, CDs, books, cardboard, and metal and electrical items. Additionally, we recycle old mobile phones and printer cartridges, both those received from the public and those used by Barnardo's.
6. Promoting video conferencing, which has been used more than 1,100 times during the year, saving an estimated 500,000 business miles.

Acknowledgements

The Trustees wish to record their appreciation of the generosity of the many friends and supporters of Barnardo's by thanking them for their donations and bequests. The Trustees also acknowledge with gratitude the thousands of volunteers who give their time so unstintingly.

Barnardo's has also benefited from help received from companies, organisations, local authorities and individuals in the form of gifts in kind, free loans of property, preferential rent and part-relief from rates. Particular gifts and grants are acknowledged in accordance with their terms on pages 42 to 44.



By order of the Board of Trustees

Judy Clements OBE

Chair of the Board of Trustees

17 July 2013



Statement of responsibilities

Statement of responsibilities of the Trustees of Barnardo's in respect of the report of the Board of Trustees and the financial statements

The Trustees are responsible for preparing the annual report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees 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, and:
- prepare the financial statements on a going-concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the group's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The Trustees confirm that, so far as they are aware, there is no relevant audit information of which the charity's auditors are unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Independent auditor's report

Independent auditor's report to the Board of Trustees and members of Barnardo's

We have audited the financial statements of Barnardo's for the year ended 31 March 2013, which comprise the consolidated statement of financial activities (including the consolidated summary income and expenditure account), the consolidated and parent charitable company balance sheets, the consolidated cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's Trustees and members, as a body, in accordance with chapter 3 of part 16 of the Companies Act 2006, and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's Trustees and 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 charity and the charity's Trustees and members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditor

As explained more fully in the statement of Trustees' responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2013 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and:
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us
- the parent charitable company's financial statements are not in agreement with the accounting records or returns
- certain disclosures of Trustees' remuneration specified by law are not made, or:
- we have not received all the information and explanations we require for our audit.



Donald Bawtree,
Senior Statutory Auditor

for and on behalf of BDO LLP,
Statutory Auditor
Gatwick
United Kingdom

Date: 2 August 2013

BDO LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Consolidated statement of financial activities

	Note	Unrestricted funds		Restricted and endowment funds	Total 2013	Total 2012
		£000	£000	£000	£000	£000
Incoming resources						
Incoming resources from charitable activities						
Fees and grants for service provision	4		155,574	2,742	158,316	150,733
Voluntary income	5	40,130		3,426	43,556	43,385
Less: Costs of generating voluntary income		(10,339)		(607)	(10,946)	(10,981)
Net voluntary income			29,791	2,819	32,610	32,404
Activities for generating funds						
Trading income		48,274			48,274	44,280
Less: Costs of goods sold and other costs	6	(37,385)			(37,385)	(34,641)
Net income from trading			10,889	-	10,889	9,639
Income from development and sale of properties	7	4,154			4,154	3,037
Less: Costs of developing and selling properties		(66)			(66)	(364)
Net income from developing and selling properties			4,088	-	4,088	2,672
Investment and other income	8	2,777		1,035	3,812	3,748
Less: Investment management costs		(107)		(65)	(172)	(135)
Net investments and other income			2,670	970	3,640	3,612
Net incoming resources available for charitable expenditure			203,012	6,531	209,543	199,061
Charitable expenditure						
Charitable activities:						
Service provision	6		181,307	6,185	187,492	180,481
Informing the public about our work			7,875	-	7,875	9,157
Childcare research and education			1,918	-	1,918	1,846
Total charitable activities			191,100	6,185	197,285	191,484
Governance costs			1,568	-	1,568	1,484
Pensions finance charge	11		4,500	-	4,500	1,500
Total charitable expenditure			197,168	6,185	203,353	194,468
Net incoming resources	12		5,844	346	6,190	4,593
Gains/(losses) on revaluation and on investment asset disposals	13		3,439	1,925	5,364	(1,840)
Actuarial loss recognised on defined benefit pension scheme	11		(6,300)	-	(6,300)	(16,100)
Net movement in funds			2,983	2,271	5,254	(13,347)
Fund balances brought forward			(10,760)	26,923	16,163	29,510
Fund balances carried forward	23		(7,777)	29,194	21,417	16,163
Note:						
Total incoming resources			250,909	7,203	258,112	245,182
Total resources expended			245,065	6,857	251,922	240,589
Net incoming/(outgoing) resources			5,844	346	6,190	4,593
Total cost of generating funds (including fundraising, trading and property development)			47,898	672	48,570	46,122

All of the above results relate to continuing activities. The notes on pages 26 to 40 form part of these financial statements.

Balance sheet

	Note	Group		Charity	
		2013 £000	2012 £000	2013 £000	2012 £000
Fixed assets					
Tangible assets	14	41,186	35,391	41,186	35,391
Investments	15	65,687	60,342	65,707	60,362
		<u>106,873</u>	<u>95,733</u>	<u>106,893</u>	<u>95,753</u>
Current assets					
Stocks and work in progress	16	3,311	2,769	-	-
Debtors	17	31,018	27,985	31,867	27,318
Current asset investments	18	5,002	-	5,002	-
Cash and bank balances and short-term deposits	19	6,645	5,989	6,605	5,843
		<u>45,976</u>	<u>36,743</u>	<u>43,474</u>	<u>33,161</u>
Creditors – amounts falling due within one year	20	(36,632)	(32,413)	(29,789)	(24,330)
Net current assets		<u>9,344</u>	<u>4,330</u>	<u>13,685</u>	<u>8,831</u>
Creditors – amounts falling due after more than one year	21	(7,000)	-	(7,000)	-
Net assets excluding pension liability		<u>109,217</u>	<u>100,063</u>	<u>113,578</u>	<u>104,584</u>
Pension liability	11	(87,800)	(83,900)	(87,800)	(83,900)
Net assets including pension liability		<u>21,417</u>	<u>16,163</u>	<u>25,778</u>	<u>20,684</u>
Fund balances					
Restricted and endowment funds	23(a) and (b)	29,194	26,923	29,194	26,923
Fixed assets fund	23(c)	41,012	35,217	41,012	35,217
General reserve		29,667	33,593	29,687	33,613
Working capital fund		9,344	4,330	13,685	8,831
Unrestricted funds excluding pension liability		<u>80,023</u>	<u>73,140</u>	<u>84,384</u>	<u>77,661</u>
Total funds excluding pension reserve		<u>109,217</u>	<u>100,063</u>	<u>113,578</u>	<u>104,584</u>
Pension reserve	11	(87,800)	(83,900)	(87,800)	(83,900)
Total funds	23(c)	<u>21,417</u>	<u>16,163</u>	<u>25,778</u>	<u>20,684</u>



Judy Clements OBE
Chair of the Board of Trustees

17 July 2013



Ian Marshall
Honorary Treasurer

The notes on pages 26 to 40 form part of these financial statements.

Company number: 61625

Consolidated cash flow statement

	Note	2013	2012
		£000	£000
Net cash outflow from operating activities	23(a)	(4,654)	(7,996)
Returns on investments and servicing of finance			
Investment income and interest	8	3,529	3,553
Capital expenditure and financial investment			
Purchase of tangible fixed assets	14	(10,536)	(4,547)
Purchase of investments	15	(739)	(11,864)
Sale of tangible fixed assets		5,298	5,322
Sale of investments	15	758	11,495
		(5,219)	406
Cash outflow before use of liquid resources		(6,344)	(4,037)
Management of liquid resources			
Net cash (put on deposit)/withdrawn		978	3,324
Financing			
Increase in long-term borrowings		7,000	-
Increase/(decrease) in cash in the year		1,634	(713)

Consolidated summary income and expenditure account

The summary income and expenditure account is presented in order to ensure compliance with the Companies Act 2006. The major difference in the figures presented from those in the consolidated statement of financial activities is that unrealised gains and losses on investments are not recognised.

	Note	2013	2012
		£000	£000
Gross income			
Gross income of continuing operations		192,024	185,532
Income of non-charitable trading subsidiaries	3	65,117	58,644
		257,141	244,176
Gross expenditure			
Total expenditure of continuing operations		188,387	182,589
Expenditure of non-charitable trading subsidiaries	3	63,221	56,985
		251,608	239,574
Net income for the year before transfers and investment asset disposals		5,533	4,602
Realised gain on disposal of investment assets	13	66	249
Net income for the year		5,600	4,851
Reconciliation to statement of financial activities:			
Net income for the year before investment asset disposals as above		5,533	4,602
Movement on restricted capital and endowment funds	22(a)	657	(9)
Net incoming resources		6,190	4,593

In accordance with the provisions of the Companies Act 2006, a separate income and expenditure account dealing with the results of the charity only has not been presented. Gross income of the charity of £192.0m and net income of £4.4m (2012: net expenditure £3.2m) has been dealt with in the accounts of the charity.



Notes to the accounts

1. Accounting policies

Basis of preparation

The accounts have been prepared in accordance with applicable accounting standards, including the Statement of Recommended Practice (SORP) on Accounting and Reporting by Charities (revised 2005) and the Companies Act 2006.

Monetary values are calculated under the historical cost convention, as modified by the revaluation of investments and certain properties.

Basis of consolidation

The consolidated accounts of the group incorporate the accounts of the charity and its subsidiary undertakings, all of which were prepared to 31 March 2013. The trading results of the subsidiary undertakings as shown in note 3 are consolidated on a line-by-line basis within the consolidated statement of financial activities (SOFA). A separate SOFA for the charity is not presented as permitted by the SORP and the Companies Act 2006.

Stocks and work in progress

Stocks and work in progress are stated at the lower of cost and net realisable value.

Investments

Investments, including those held as fixed assets and current assets, are stated in the balance sheet at their market value as at the balance sheet date. All movements in value arising from investment changes or revaluation are recognised in the SOFA. Gains or losses on investments are calculated as the difference between the disposal proceeds and the historical cost.

Fixed assets

Except as set out below, fixed assets are stated in the balance sheet at their cost or value at the time of receipt less depreciation. Expenditure of a capital nature over £1,000 is capitalised. Profits and losses on the disposal of properties are recognised in the SOFA in the year of disposal.

Depreciation

- i. Depreciation of freehold and long-leasehold properties is provided at the rate of between two and three per cent per annum on their cost or value. Short-leasehold properties are amortised over the period of the lease. Properties acquired and adapted for childcare purposes, whose book cost exceeds market value at the date of commissioning, are subject to a special provision whereby the excess cost is written off over three years in equal instalments.
- ii. Where a property is known to have suffered an impairment in market value and it is not used for the delivery of charitable objectives, the reduction is recognised in full in the results for the year, in accordance with Financial Reporting Standard (FRS) 15 (Tangible Fixed Assets).
- iii. Other tangible fixed assets are depreciated over their expected useful lives, which vary between one and five years.

Creditors

Payments to suppliers are either our standard payment terms of 30 days or according to the agreed credit terms.

Income

- i. Fees and grants for service provision are accounted for on the basis of the amount receivable for the year with income included in the SOFA in the period in which this supply is made.
- ii. Donations (except in relation to legacies) are accounted for at the time of receipt. Income from pecuniary legacies is recognised

where grant of probate has been received, and income from residuary legacies is recognised where estate accounts have been finalised. Income from Wills or reversionary trusts of property is not recognised until the life interest has passed away and the property sale is at an advanced stage. Income from all other legacies is only recognised where there is clear entitlement, the amount can be accurately measured and there is certainty of imminent receipt. The amount notified in relation to such legacies is disclosed in note 5.

- iii.** The value for gifts in kind, donated services and donated facilities are estimated and included in the period in which they are received.
- iv.** All grants are accounted for gross when receivable, as long as this is capable of financial measurement. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.
- v.** Income raised through the operation of shops and related trading activity under the charity's management is taken into account at the point at which ownership of the goods transfers to the customers. Stocks of unsold donated goods are not valued for balance sheet purposes.
- vi.** Income from sale and development of properties is accounted for once the income on the land element of the sale is received in the bank.
- vii.** Investment income is the amount receivable for the year.
- viii.** Where fee or performance-related grant income is invoiced or received that relates to subsequent periods or when other conditions have not yet been met, the income is treated as deferred income in note 19 to the accounts.

Expenditure

- i.** All expenditure is accounted for on an accruals basis and irrecoverable VAT is included in the relevant cost category. Some costs incurred centrally are allocated to expenditure categories listed below on the basis of their use of corporate functions. Such allocations of support costs are made on a basis consistent with the use of resources. Further details regarding support costs are disclosed in note 6.
- ii.** Costs of generating voluntary funds are incurred in relation to staff members who are engaged in fundraising activities and the provision of fundraising activities on Barnardo's behalf.
- iii.** Costs of generating trading income represent expenditure incurred in the operation and management of the Barnardo's chain of shops and other activities undertaken by Barnardo Trading, such as the Christmas mail-order catalogue.
- iv.** Costs of developing and selling properties represent expenditure undertaken by Barnardo Developments Limited.
- v.** Direct service provision costs represent the operational costs of service delivery.
- vi.** Grants made include those that Barnardo's makes to other organisations and grants to young people through Barnardo's trust funds. Grant expenditure is recognised once the offer is communicated to the recipient.
- vii.** Other service and training costs are incurred in providing regional/national and departmental management.
- viii.** Informing the public about our work includes the costs incurred in raising awareness of childcare issues and Barnardo's activities in relation to them.
- ix.** Childcare research and education includes policy reviews and activities to help educate wider groups about relevant childcare issues.
- x.** Governance costs include those incurred in the governance of Barnardo's assets and are associated with constitutional and statutory requirements.

Pension costs

In accordance with FRS 17 (Retirement Benefits), the SOFA includes:

- the cost of benefits accruing during the year in respect of current and past service (charged against net (outgoing)/incoming resources)
- the expected return on the scheme's assets and the increase in the present value of the scheme's liabilities arising from the passage of time (charged against net (outgoing)/incoming resources), and
- actuarial gain recognised in the pension scheme (shown within net movement of funds).

In accordance with FRS 17, the balance sheet includes the deficit in the scheme taking assets at their year-end market values and liabilities at their actuarially calculated values discounted at year-end AA corporate bond interest rates. Further details regarding the scheme are disclosed in note 11.

Capital grants

In accordance with the SORP for charities, grants receivable are recognised immediately in the SOFA unless they are restricted to future accounting periods or may become repayable under the terms attached.

Operating leases

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

Corporation tax

The subsidiary companies make qualifying donations of all taxable profits to Barnardo's. The company is a charity within the meaning of the Finance Act 2010 (schedule 6,

paragraph 1). Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

Fund accounting

Barnardo's has various types of funds for which it is responsible, and which require separate disclosure as follows:

- **Restricted income funds**
Donations or legacies received, or income arising from such, which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the organisation.
- **Restricted capital and endowment funds**
Funds given to the charity where the income may be used for the charity's purposes. In accordance with the Order signed by the Charity Commission in 2003, the charity may convert a proportion of the capital gain on monies held by way of endowment into income as long as the current indexed value of the original endowment is maintained.
- **Unrestricted funds**
Funds that are expendable at the discretion of the Trustees in furtherance of the objects of the charity, consisting of three specific types:
 1. **Fixed assets fund**
This fund represents amounts invested in fixed assets for use by the charity.
 2. **General reserve**
This reserve represents funds set aside as part of the organisation's risk reduction strategy. Barnardo's has set a policy of

retaining reserves at a level that will cover operating cash flow and protect Barnardo's against a significant setback in the stock and property markets to which the organisation may at any one time be exposed.

3. Working capital fund

This fund represents net assets available to meet day-to-day operational commitments.

■ Pension reserve

In accordance with FRS 17 (Retirement Benefits), the liability attributable to the Barnardo Staff Pension Scheme is shown as a reduction of total funds. No designation of funds to meet future pension commitments at the balance sheet date is in place as the organisation anticipates meeting such commitments through future cash flows, a situation that is subject to regular review in conjunction with actuarial valuations and related professional advice.

■ Subordinate charities

Included in restricted and endowment funds are assets held on behalf of trusts that are constituted as separately registered charities. These have purposes that are consistent with the objects of Barnardo's and are under common control. As such, their results have been included in the consolidated statements presented.

The SORP lays down that restricted income funds should be separately disclosed in the SOFA. However, in the case of Barnardo's the value of such funds is not significant. The disclosure is therefore made by way of note (note 23).

Going concern

The officers of the charity have considered their obligations to prepare these financial statements on an appropriate basis, having specific regard to the charity's net liability position within unrestricted funds at 31 March 2013. The net liability position is as a result of the inclusion of an FRS 17 liability of £87.8m for the Barnardo Staff Pension Scheme. The charity's funding commitment to the pension scheme remains long term and the charity has agreed a long-term funding plan with the Trustees of the scheme.

The Trustees have also assessed the impact of the financial budgets in place for 2013–14 and beyond against the working capital available, notably its cash and investments. Despite a challenging environment, a break-even budget is planned for 2013–14 with a number of cost savings implemented in 2012 expected to reduce future expenditure.

As a result in the opinion of the Trustees the charity has sufficient resources to be able to meet its obligations as and when they fall due and accordingly the accounts have been prepared on a going-concern basis.

2. Subsidiaries

Barnardo's owns the whole of the issued capital amounting to £20,000 (20,000 ordinary shares of £1 each) of Barnardo Holdings Limited which in turn owns the whole of the issued capital of the following subsidiaries:

Subsidiary undertaking	Principal activities
Barnardo Trading Limited	Mail order and retailing
Barnardo Developments Limited	Property development
Barnardo Events Limited	Sponsorship and special events
Barnardo Services Limited	Childcare services
Barnardo Holdings Limited	Holding company

During the year there was no activity in Barnardo Holdings Limited.
The net assets of Barnardo Holdings Limited are £20,000.

The subsidiary companies make qualifying donations of all taxable profit to Barnardo's. No corporation tax liability on the subsidiaries arises in the accounts.

3. Trading subsidiaries' results

	Barnardo Trading Limited	Barnardo Developments Limited	Barnardo Events Limited	Barnardo Services Limited	Total 2013	Total 2012
	£000	£000	£000	£000	£000	£000
Turnover	2,785	364	422	60,852	64,423	58,000
Cost of sales	(1,196)	(66)	-	(60,852)	(62,114)	(56,050)
Gross profit	1,589	298	422	-	2,309	1,950
Admin/other costs	(691)	(239)	(130)	(47)	(1,107)	(935)
Trading profit/(loss)	898	59	292	(47)	1,202	1,015
Other income	-	86	-	608	694	644
Net income	898	145	292	561	1,896	1,659
Amount payable by gift aid to Barnardo's	(898)	(145)	(292)	(561)	(1,896)	(1,659)
Retained profit for year	-	-	-	-	-	-
Retained profit brought forward	10	-	-	-	10	10
Retained profit carried forward	10	-	-	-	10	10

These results have been consolidated on a line-by-line basis in the SOFA, after consolidation adjustments.

4. Fees and grants for children's services

	2013 £000	2012 £000
Family support and placement	85,100	74,860
Education	21,758	21,054
Disability support	11,793	12,332
Other services	39,665	42,487
	158,316	150,733

5. Voluntary income

Legacies
Donations and gifts from the general public
Donations from companies and trusts

2013 £000	2012 £000
16,337	15,015
24,926	26,143
2,293	2,227
43,556	43,385

Legacies notified but not accrued at 31 March 2013 were £5.7m (2012: £6.1m).

6. Expenditure

Trading expenditure of £35.5m represents the costs of operating our 532 retail shops. The remainder of £1.9m includes the expenditure of Barnardo Trading Limited on costs of goods sold and other costs. £66,000 has been incurred developing and selling land surplus to the group's requirements. Expenditure on service provision comprises direct costs of £172.6m (2012: £165.0m), grants made of £300,000 (2012: £300,000) and support and training costs of £14.6m (2012: £15.2m).

Total resources expended include the allocation of support costs to the various expenditure categories set out in the SOFA. These support costs relate to the corporate functions of information technology, property and facilities management, human resources and finance in addition to the support costs incurred by communications and other centralised departments that are not otherwise directly allocated. Support costs have been allocated to activities on a basis consistent with the use of resources (e.g. time spent, number of staff, asset value). Voluntary income in support of contracts is managed through Barnardo's.

7. Income from sale and development of properties

Gain on disposal of properties
Turnover of Barnardo Developments Limited

2013 £000	2012 £000
3,790	2,512
364	525
4,154	3,037

8. Investment and other income

Listed investments – United Kingdom
Short term deposits
Rents and ground rents
Loan and other interest
Gain on disposal of non-property fixed assets

2013 £000	2012 £000
3,053	3,106
86	44
303	289
87	114
283	194
3,812	3,747

9. Members

Barnardo's is a company limited by guarantee having no share capital and in accordance with clause 6 of the Articles of Association every member is liable to contribute a sum of £1.05 in the event of the company being wound up. At 31 March 2013 there were 313 members (31 March 2012: 323).

During the year no Trustee received any remuneration or benefits from the charity. Expenses incurred by Trustees amounted to £24,603 (2012: £18,382) and included travel, subsistence and other related costs. The number of Trustees claiming expenses was 11 (2012: 11).

The charity purchased insurance for Trustees and officers of the company during the year to indemnify them against possible liabilities incurred by them in relation to their duties. The cost of this insurance was £7,791 (2012: £7,791).

10. Employees

The average number of employees during the year was:

Children's services	6,283	6,605
Fundraisers, shop managers, clerical staff and fundraising management	1,629	1,466
Central support services (including employees performing work for other departments)	274	326
Subsidiary companies	4	4
	8,190	8,401

The number of staff whose emoluments fell within each of the following bands was:

£0 to £59,999	8,154	8,366
£60,000 to £69,999	14	10
£70,000 to £79,999	7	6
£80,000 to £89,999	9	13
£90,000 to £99,999	3	3
£100,000 to £109,999	1	-
£110,000 to £119,999	-	1
£120,000 to £129,999	1	1
£150,000 to £159,999	1	1
	8,190	8,401

Number of full-time equivalent employees at year end

The aggregate emoluments to employees in the year were:

Wages and salaries	129,673	128,655
Social security costs	9,670	9,712
Pension costs	12,233	11,436
Benefits in kind (as calculated for taxation purposes)	372	331
	151,948	150,134

Emoluments for this purpose include gross salary and benefits in kind but exclude expenses. Systems are in place for the management of expenses.

The above banding includes 18 staff earning over £60,000 (2012: 17) for whom retirement benefits are accruing under the Barnardo Staff Pension Scheme (see note 11). A further 11 staff earning over £60,000 (2012: 12) receive benefits accruing under the Barnardo's Retirement Savings Plan. Employer contributions to the pension funds of these 11 employees were a combined total of £48,000 during the year (2012: £55,000).

11. Retirement benefits

The group operates a funded defined benefit scheme, the Barnardo Staff Pension Scheme, the assets of which are held in a specific trust separately from those of the group. Contributions are paid to the scheme as agreed with the scheme's trustees, having taken independent actuarial advice.

The scheme was closed to new entrants in 2007, and pensions accrued since then have been provided on a career average revalued earnings basis, with increases broadly in line with inflation. The decision was taken during the year to close the scheme to further accrual of defined benefits from 30 April 2013, with active members of the scheme on that date becoming members of the Barnardo's Retirement Savings Plan, which is a defined contribution arrangement, for future service. Benefits for members of the defined benefit scheme will continue to increase broadly in line with inflation.

New employees are offered membership of the Barnardo's Retirement Savings Plan, which is a defined contribution arrangement. The total employer contributions and costs relating to the defined contribution arrangement for the year amount to £2.153m (2012: £1.958m).

Details of the defined benefit scheme, produced in accordance with FRS17, are set out below. The full actuarial valuation as at 31 March 2012 was updated to 31 March 2013, by an independent qualified actuary in accordance with FRS17. As required by FRS17, the defined benefit liabilities have been measured using the projected unit method.

The expected rate of return on assets for the financial year ended 31 March 2013 was 4.9 per cent per annum (2012: 6.2 per cent per annum). This rate is derived by taking the weighted average of the long-term expected rate of return on each of the asset classes that the scheme was invested in at 31 March 2012, less an allowance for administration expenses.

The estimated amount of total employer contributions expected to be paid to the scheme during 2013–14 is £5.8m (2012–13 actual: £13.0m). This reduction reflects the closure to future defined benefit accrual, as a result of which contributions to the Barnardo's Retirement Savings Plan will be significantly higher in 2013–14 than in 2012–13.

The following table sets out the key FRS17 assumptions used for the scheme.

Assumptions	2013 per annum	2012 per annum
Price inflation (RPI)	3.2%	3.1%
Discount rate	4.6%	5.0%
Pension increases (5% LPI)	3.1%	3.0%
Pension increases (2.5% LPI)	2.2%	2.2%
Further life expectancy of male aged 60 in 2013	26 years	26 years
Further life expectancy of male aged 60 in 2033	28 years	28 years
Further life expectancy of female aged 60 in 2013	28 years	28 years
Further life expectancy of female aged 60 in 2033	29 years	29 years

The amounts included in the balance sheet arising from Barnardo's obligations in respect of the defined benefit scheme for the current and previous four periods are as follows:

	2013 £m	2012 £m	2011 £m	2010 £m	2009 £m
Total fair value of assets	525.2	463.9	417.6	381.9	301.5
Present value of liabilities	(613.0)	(547.8)	(491.0)	(466.9)	(364.7)
Deficit	(87.8)	(83.9)	(73.4)	(85.0)	(63.2)

The following amounts have been included within net incoming resources under FRS17 in relation to the defined benefit scheme:

	2013 £m	2012 £m
Employer's part of current service cost	7.3	7.1
Past service cost	0.8	0.6
	8.1	7.7
Interest cost	27.1	27.3
Expected return on scheme assets	(22.6)	(25.8)
Curtailment (gain)	(2.0)	0.0
Total expense	10.6	9.2

The current allocation of the scheme's assets is as follows:

	2013 £m	2012 £m
Equities	207.6	180.8
Bonds	131.0	65.2
Diversified growth fund	150.5	139.2
Swap contracts	20.2	15.9
Cash/other	15.9	62.8
	525.2	463.9

11. Retirement benefits (continued)

Changes in the present value of the scheme liabilities over the year are as follows:

	2013 £m	2012 £m
Opening value of scheme liabilities	547.8	491.0
Employer's part of current service cost	7.3	7.1
Past service cost	0.8	0.6
Interest cost	27.1	27.3
Curtailment (gain)	(2.0)	0.0
Contributions from scheme members	0.2	0.2
Actuarial loss	49.0	38.2
Benefits paid	(17.2)	(16.6)
Closing value of scheme liabilities	613.0	547.8

Changes in the fair value of the scheme assets over the year are as follows:

	2013 £m	2012 £m
Opening fair value of the scheme assets	463.9	417.6
Expected return on scheme assets	22.6	25.8
Actuarial gain	42.7	22.1
Contributions by the employer	13.0	14.8
Contributions by scheme members	0.2	0.2
Benefits paid	(17.2)	(16.6)
Closing fair value of scheme assets	525.2	463.9

The actual return on the scheme's assets over the year was a gain of £65.3m (2011-12: gain of £47.9m).

The following amounts for 2009-13 have been recognised under the 'actuarial loss recognised on defined benefit pension scheme' heading within the SOFA:

	2013 £m		2012 £m		2011 £m		2010 £m		2009 £m	
Actual less expected return on scheme assets	42.7	8%	22.1	5%	7.0	2%	64.1	17%	(69.6)	(23%)
Experience (loss)/gain on scheme liabilities	0.4	(0%)	(7.4)	(1%)	(6.0)	(1%)	3.8	1%	0.0	(0%)
Gain or (loss) due to assumption changes underlying the present value of scheme liabilities	(49.4)	8%	(30.8)	(6%)	0.4	0%	(89.3)	(19%)	52.2	14%
Actuarial (loss)/gain	(6.3)	(1%)	(16.1)	(3%)	1.4	0%	(21.4)	(5%)	(17.4)	(5%)

The above percentages show the components as a percentage of the end of year value of the scheme's assets or liabilities, as appropriate. The cumulative amount of actuarial gains and losses recognised under the above heading in the statement of financial activities since 1 April 2002 is a loss of £115.8m.

A recovery plan has been agreed with the pension trustees to fund the deficit in the defined benefit scheme and the agreed payments have been budgeted and included in future cashflow projections. Payments will be made over a number of years and do not require a reduction in the total funds shown in the balance sheet.

12. Net incoming resources

	2013 £000	2012 £000
Net incoming resources are stated after charging:		
Depreciation of tangible fixed assets	3,769	4,183
Depreciation on adaptations for special purposes	45	45
Auditors' remuneration – statutory	63	61
– taxation	1	7
– other	11	7
Operating lease rentals	13,452	11,965

13. Gains and losses on revaluation and on investment asset disposals

Realised gains
Unrealised gains/(losses)

2013 £000	2012 £000
66	249
5,298	(2,089)
5,364	(1,840)

14. Tangible assets

(a) Group and charity

Cost

At beginning of year
Additions
Disposals

At end of year

Depreciation

At beginning of year
Provided during year
On disposals

At end of year

Net book value

At beginning of year

At end of year

Properties £000	Equipment and vehicles £000	Total 2013 £000
90,399	19,268	109,667
8,715	1,821	10,536
(4,328)	(2,084)	(6,412)
94,786	19,005	113,791
57,520	16,756	74,276
1,747	2,067	3,814
(3,528)	(1,957)	(5,485)
55,739	16,866	72,605
32,879	2,512	35,391
39,047	2,139	41,186

Included in properties above is an amount of £10.7m relating to assets under construction.

(b) Analysis of freehold and leasehold properties:

Freeholds
Long leaseholds (over 50 years)
Short leaseholds (50 years and under)

(c) Use of properties:

Service delivery
Other (including shops, warehouses and administration)

Group and charity	
2013 £000	2012 £000
30,633	24,277
3,336	3,491
5,078	5,111
39,047	32,879
17,601	19,928
21,446	12,951
39,047	32,879

Rental income is received from properties surplus to operational requirements.

15. Investments

	Group	
	2013 £000	2012 £000
Investments at market value	65,687	60,342
Investments of the charity include £20,000 in subsidiary undertakings (note 2).		
<i>Investments at market value:</i>		
At beginning of year	60,342	61,813
Additions	739	11,864
Disposals	(758)	(11,495)
Realised/unrealised gains/(losses)	5,364	(1,840)
At end of year	65,687	60,342
<i>Comprising:</i>		
UK equities	45,116	40,020
UK bonds	13,358	12,962
Cash	6,863	6,774
Other investments	350	586
	65,687	60,342
Cost of investments	55,396	55,247

There were no investments in individual companies in excess of five per cent of the total portfolio value.

16. Stocks and work in progress

	Group	
	2013 £000	2012 £000
Finished goods	659	368
Work in progress	2,652	2,401
	3,311	2,769

Work in progress represents building developments held by Barnardo Developments Limited at the year end.

No stocks or work in progress were held by the charity.

17. Debtors

	Group		Charity	
	2013 £000	2012 £000	2013 £000	2012 £000
Trade debtors	171	164	7	12
Statutory and related funders	17,633	16,778	10,224	9,165
Taxation	2,837	1,858	2,837	1,858
Other debtors	2,063	1,053	244	297
Prepayments and accrued income	8,314	8,132	7,573	7,103
Amounts due from subsidiaries	-	-	10,982	8,883
	31,018	27,985	31,867	27,318

Amounts due from subsidiaries represent:

- Loans from the charity to Barnardo Trading Limited and Barnardo Developments Limited. These loans are repayable on demand, and are secured by fixed and floating charges over the assets of the subsidiaries. Interest is chargeable at rates of 1.5 per cent to two per cent above base rate.
- Temporary current account balances between the charity and Barnardo Services Limited and Barnardo Events Limited.

18. Current asset investments

	Group		Charity	
	2013 £000	2012 £000	2013 £000	2012 £000
At beginning of year	-	-	-	-
Transfer from short-term cash deposits	5,002	-	5,002	-
At end of year	5,002	-	5,002	-

19. Cash and bank balances and short-term deposits

	Group		Charity	
	2013 £000	2012 £000	2013 £000	2012 £000
Cash at bank and in hand	5,023	3,389	4,983	3,243
Short-term deposits	1,622	2,600	1,622	2,600
	6,645	5,989	6,605	5,843

20. Creditors – amounts falling due within one year

	Group		Charity	
	2013 £000	2012 £000	2013 £000	2012 £000
Pension contributions	782	874	782	874
Other taxes and social security costs	6,845	6,226	3,762	3,615
Other creditors	3,488	2,457	2,276	2,060
Accruals	10,372	8,492	10,188	8,342
Trade creditors	5,724	2,254	5,725	2,254
Deferred income	9,421	12,110	7,056	7,185
	36,632	32,413	29,789	24,330

Deferred income relates to fees and grants invoiced in advance from statutory and related funders.

21. Creditors – amounts falling due after more than one year

	Group		Charity	
	2013 £000	2012 £000	2013 £000	2012 £000
Loans and overdrafts	7,000	-	7,000	-

Repayable within two to five years at fixed rates of interest of between 3.5 per cent and 3.8 per cent.

22. Commitments

	Group		Charity	
	2013 £000	2012 £000	2013 £000	2012 £000
(a) Capital expenditure				
Capital expenditure contracted	4,098	8,672	4,098	8,672
Capital expenditure authorised but not contracted for	-	5,249	-	5,249

	Group and charity	
	2013 £000	2012 £000
(b) Land and other buildings		
Annual commitments under non-cancellable operating leases are as follows:		
Operating leases that expire:		
Within one year	363	589
In the second to fifth years inclusive	3,994	3,086
Over five years	6,272	4,615

23. Fund balances

	Restricted income funds £000	Restricted endowment funds £000	Total 2013 £000
(a) Analysis of restricted and endowment funds			
Incoming resources			
Fundraising income	3,426	-	3,426
Big Lottery Fund	2,742	-	2,742
Net income from investments and other	-	971	971
	6,168	971	7,139
Resources expended			
Childcare and community work in the UK	5,870	-	5,870
Cost of fundraising income	607	-	607
Grants to young people in need	-	314	314
	6,477	314	6,791
Net incoming resources	(309)	657	348
Gains and losses on revaluation and on investment asset disposals			
Unrealised gains	1,924	-	1,924
	1,924	-	1,924
Net movement in funds	1,615	657	2,272
Fund balances brought forward	7,110	19,812	26,922
Fund balances carried forward	8,725	20,469	29,194

All endowment funds are permanent endowments.

The restricted capital and endowment fund balances carried forward at 31 March 2013 include endowment funds for which Barnardo's has received an Order signed by the Charity Commission enabling the unapplied total return to be transferred to unrestricted funds.

	£000
Value of assets representing the unapplied total return within endowment funds at 1 April 2012	488
Net increase in value during the year of the unapplied total return within endowment funds	1,240
Value of assets representing the unapplied total return within endowment funds at 31 March 2013	1,728

(b) Categorisation of restricted and endowment funds

	2013 No.	2013 £000	2012 No.	2012 £000
Fund balances				
Educational purposes	3	2,402	3	2,134
Project buildings	2	284	2	284
Sea training	1	408	1	359
General and other purposes	20	26,100	21	24,146
	26	29,194	27	26,923

Included in the restricted and endowment funds are two charities that are independently registered with the Charity Commission, along with a number of constituent charities, also registered with the Charity Commission. The independent charities are ACW Edwards (registration number 247678) whose objects are for the income to be distributed to recognised local or national charities that the trustees shall in their absolute discretion select, and GA Joyce (registration number 272973) whose objects are such charitable purposes as the trustees shall in their absolute discretion determine. Funds are held separately from Barnardo's. The objects are closely aligned to Barnardo's so in accordance with the Statement of Recommended Practice for Charities, issued in 2005, as custodian Trustees, and with Charity Commission consent, these charities have been included as if they represent restricted funds of Barnardo's.

	Unrestricted £000	Restricted and endowments £000	Total £000
(c) Analysis of fund balances between group net assets			
Fixed assets	41,012	174	41,186
Investments	42,631	23,056	65,687
Pension liability (note 11)	(87,800)	-	(87,800)
Net current assets	3,380	5,964	9,344
Long term liabilities	(7,000)	-	(7,000)
Net assets as at 31 March 2013	(7,777)	29,194	21,417
Net assets as at 31 March 2012	(10,760)	26,923	16,163
Unrealised gains included in investments value	3,373	1,924	5,297

The restricted funds are held in appropriate asset forms to enable the restrictions to be satisfied.

24(a). Reconciliation of net incoming resources to net cash outflow from operating activities

	2013 £000	2012 £000
Net incoming resources	6,190	4,593
Depreciation charge	3,814	4,228
Net gain on disposal of tangible fixed assets	(4,371)	(2,866)
Net pension charges	(2,400)	(5,600)
Increase in debtors	(3,033)	(3,280)
Increase in creditors	4,219	509
Increase in current asset investments	(5,002)	-
Investment income and interest	(3,529)	(3,553)
Increase in stock and work in progress	(542)	(2,028)
Net cash outflow from operating activities	(4,654)	(7,997)

24(b). Reconciliation of net cash flow to movement in net cash funds

	2013 £000	2012 £000
Increase/(decrease) in cash	1,634	(713)
Cash outflow from changes in debt	(7,000)	-
Cash inflow/(outflow) from changes in liquid resources	4,024	(3,324)
Movement in net funds	(1,342)	(4,037)
Opening funds	5,989	10,026
Closing funds	4,647	5,989

24(c). Analysis of net cash funds

	At 1 April 2012 £000	Cashflow £000	Other non-cash items £000	At 31 March 2013 £000
Cash at bank and in hand	3,389	1,634	-	5,023
Debt due after one year	-	(7,000)	-	(7,000)
Cash on deposit	2,600	(978)	-	1,622
Current asset investments	-	5,002	-	5,002
	5,989	(1,342)	-	4,647

25. Related parties

The Trustees confirm that there have been no related party transactions during the year that require disclosure under FRS8 ('Related Party Transactions').

26. Contingent liabilities

Barnardo's has operated a large number of residential and non-residential services over a long period of time caring for significant numbers of vulnerable children and young people. Rigorous procedures have been and continue to be in place for ensuring the safeguarding of children and internal and external inspections evidence the high standard of services delivered. The nature of this work means there is an inherent risk of a shortcoming in standards that could lead to claims against Barnardo's. The Trustees have considered this likelihood and potential materiality of any such claims arising and do not consider a provision in the accounts is warranted in this regard.

There is a contingent liability in respect of the unexpired term of leases assigned to other tenants. The Trustees consider that the possibility of a material cost accruing to the organisation is remote and consequently no provision has been included in the accounts.



Gifts and grants received

Funding from donations

Corporate donations

AF International, AG Retail Cards Limited, Aldi Stores Limited, Argos Limited, Ashfield In2Focus, BAM Construct UK Limited, Berryman's Lace Mawer (BLM) LLP, BGC Partners, BlackRock Investment Management (UK) Limited, BlueBay Asset Management LLP, Colgate-Palmolive, Eversheds LLP, Hallmark Cards plc, JP Morgan Chase & Co, KFC UK and Ireland, Kier Group plc, Knowledge to Action Limited, KPMG LLP, McCarthy & Stone (Developments) Limited, Next Retail Limited, NI Group Limited, Royal Mail Group Limited, Saint-Gobain Building Distribution UK & Ireland, Stationers of Scotland, Stephenson Harwood LLP, The Royal Bank of Scotland Group plc, STTORMM, Tesco Personal Finance plc, Wates Group Limited, WHSmith plc.

Charitable trusts, grants and foundations

The 1989 Willan Charitable Trust: £1,000
The Atlantic Philanthropies: £675,000
The Bartle Family Charitable Trust: £2,000
BBC Children in Need: £62,330
The Bernard Sunley Charitable Foundation: £5,000

Big Lottery Fund:

- Asha, Oldham: £30,540
- B Venture: £101,171
- Barnardo's SECOS Project: £110,695
- Big Manchester: £219,705
- Caerphilly Carers Money Matters: £6,123
- Central Weston Parent Support Group: £8,650
- Community Futures, Barnsley: £86,013
- Compass Supporting People: £16,739
- Compass Options Project: £92,000
- Cyfle Money Management for Care Leavers project: £18,009
- Cyfle Work Your Way: £32,000
- Eleri project: £276,347
- Flintshire service – One Community: £82,848
- Flintshire Young Carers Hidden Harm Project: £22,311
- FYC Brighter Futures: £5,717
- Gregory's Place Anti-Trafficking project: £92,691
- Growing Up service: £81,570
- Hamara Baby Band: £23,482
- Lothian Supported Carers Scheme: £178,660
- Making Change Happen: £85,226
- Newport Young People's Partnership: £6,123
- Newtownabbey Family Connections: £224,610
- Nurturing Inverclyde: £293,900
- Marlborough Road Partnership: £6,123
- Merthyr Family Support: £24,327
- Realising Ambition programme: £405,797
- Rural Families Service: £24,730

- South Lakeland Helping Hands: £72,833
- Swansea Children Matter B Wise: £25,000
- Taith – Girls with Sexually Harmful Behaviour: £82,235
- WEE6 project: £30,000
- YouTurn project: £49,000

The Bromley Trust: £5,000

Comic Relief: £173,662

Eveson Charitable Trust: £10,000

The Freemasons' Grand Charity: £25,000

Hedge Funds Care UK: £47,500

The Henry Smith Charity: £24,150

John James Bristol Foundation: £25,000

The Jones 1986 Charitable Trust: £10,000

Manchester Pride: £2,250

Margaret Giffen Charitable Trust: £10,000

Miller Philanthropy: £15,000

Northern Rock Foundation: £243,747

The Peacock Charitable Trust: £15,000

The Rothley Trust: £1,500

The R S Macdonald Charitable Trust: £10,000

The Samworth Foundation: £50,000

ScottishPower Energy People Trust: £22,500

The Waterloo Foundation: £46,000

Special thanks to Diane Briere de L'Isle Engelhardt

Funding from statutory authorities

Cymru/Wales

Carmarthenshire County Council Department of Education and Children funding for

Young Carers service: £15,000

Wales Council for Voluntary Action:

- Pembrokeshire V-Link Xtra: £5,000
- BAYS Young Volunteers: £18,329

Welsh Assembly Government: £738,286 including £166,392 Section 180 Homelessness Grant

Funding from statutory authorities (continued)

England

Department for Education:

- Safe Accommodation: £705,393
- Family Strategic Partnership: £1,241,310
- Improving Outcomes for Children, Young People and Families: £284,487

Leicestershire County Council Youth Service: £25,636

London Councils:

- Young Women's Service, North London, Recovery Grant:
 - Brought forward from 2011–12: £0
 - Amount received in 2012–13: £166,289
 - Amount spent on project in 2012–13: £166,289
 - Carry forward to 2013–14: £0

Northern Ireland

Belfast Health and Social Care Trust: £2,044,908

Community Relations Council: £120,293

Department for Employment and Learning European Social Fund: £105,122

Department of Education: £195,052

Department of Health, Social Services and Public Safety: £43,215

Department of Justice: £61,686

Early Years – the organisation for young children: £85,123

Eastern Childcare Partnership: £46,856

Health and Social Care Board: £2,178,329

Northern Ireland Housing Executive: £409,102

Northern Ireland Prison Service: £100,665

Office of the First Minister and Deputy First Minister: £46,169

Public Health Agency: £496,218

Southern Health and Social Care Trust: £1,106,834

Western Health and Social Care Trust: £148,344

Scotland

Better Breaks: £22,495

Central Scottish Government:

- You First: £356,039
- East Region Disability Services: £86,301
- Inverclyde Council:
 - Inverclyde Family Support Team: £201,970
 - Nurture Services Inverclyde: £133,869

The Robertson Trust: £219,207

Scottish Prison Service: £159,715

STV Charitable Trust:

- 16+ At Home: £95,529
- Barnardo's Works Cairngorms: £139,821
- CHIP: £29,844

Board of Trustees and officers

Patron

Her Majesty The Queen

President

Her Royal Highness The Duchess of Cornwall

Vice Presidents

Dr David Barnardo, OBE
Mr John Bartle, CBE
Baroness Benjamin, OBE, DL
Mrs Susan Bernerd, MBE
Ms Cherie Booth QC (Honorary)
Mr David Cathie
Rev. Joel Edwards
Rev. David Gamble
Ms Rosemary Jones
Lord Loomba, CBE
Mr Bruce Oldfield, OBE
Baron Sacks of Aldgate
His Honour Sir Mota Singh, QC
Mr Philip Taylor
Mr Leslie Thomas OBE
Baron Williams of Oystermouth

Trustees

(Year of first appointment)

Ms Rachael Bayley (2005)
Mr Neil Braithwaite (2011)
Mr Hugh Burkitt (2009)
Ms Judy Clements, OBE (2006) – Chair
Ms Alexis Cleveland (2011)
Mr Tony Cohen (2011)
Lady Amanda Ellingworth (2009)
Mrs Ann Hodgson (2003)
Ms Hilary Keenlyside (2001, retired 2013)
Mrs Ruth Laird, CBE (2012)
Mr Ian Marshall (2005) – Honorary Treasurer
Mrs Sheila Mawer (2005)
Mrs Kit Pawson (2005)
Ms Gill Stewart, CB (2003)
Ms Eleanor Williams (2008)

Chief Executive

Anne Marie Carrie (to June 2013),
Peter Brook (Acting Chief Executive
from July 2013)

UK Director of Strategy

Puja Darbari
(maternity cover: Janet Grauberg)

Executive Director, Corporate Services

Peter Brook

UK Director of Children's Services

Jane Stacey (to July 2012),
Sam Monaghan (from January 2013)

Executive Director, Marketing

Diana Tickell

Company Secretary

Joanna Lawson

Contact details

Registered office

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Principal solicitors

Bates Wells & Braithwaite London LLP,
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At Barnardo's,
we **believe**
in children.

Our vision is to realise
Thomas Barnardo's
dream of a world where
no child is turned away.

We work hard to transform
the lives of the UK's
most vulnerable children,
young people and
their families.

**Believe in
children**



Barnardo's

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