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Barnardos Corporate Values

Keep the child and the young person central

We work for what we believe to be the child or young person's best interest and are informed by them.

Strengthen families

We believe in the importance of stability in a child's family for their optimum development. We support the least intrusive intervention consistent with a child's safety and wellbeing.

Pursue social justice

We work to empower the disadvantaged and those living in poverty, and oppose social injustice. We focus on children most in need, balancing prevention and direct service delivery to individuals in crisis. We are guided by the principles of cultural diversity, reconciliation and fairness in distribution of resources. We uphold equal, effective and comprehensive civil, legal and industrial rights. We uphold opportunities for children and clients to participate fully in personal development, community life and decision making.

Be persistent for change

We work creatively to make a difference. We understand that for some children and young people it will take a long time to see change and we work with hope for the future and commitment to the present.

Take responsibility

At every level of the agency we take our responsibilities very seriously and require commitment from all our staff.

Relate respectfully

We encourage active partnership between, and participation of, families, children and young people, communities and other welfare agencies. We respect the unique contribution of carers, volunteers, Barnardos staff and external welfare agencies.



Vision

All children and young people will have caring families in which they can grow safely and fulfill their potential. Families, children and young people will be valued and supported by quality services and engaged communities.

Organisational Strategy

Barnardos provides direct services to children and young people in greatest need. We aim to make a real difference to the lives of children and young people in all that we do. We draw on international and local evidence of what works, and undertake research to provide the most effective practice.

We use our practical experience to promote knowledge about effective policies and programs for all Australian disadvantaged children and young people. We contribute to community knowledge about need and involve ourselves in active partnership with communities, governments and other agencies.

Background

Barnardos Australia is part of an international family of services begun by Dr Thomas Barnardo in England in 1867. All share the view that:

“The Company’s inspiration and values derive from the Christian faith. These values, enriched and shared by many people of other faiths and philosophies, provide the basis of the Company’s work with children and young people, their families and communities.”



Development of the 2011-2014 Corporate Plan

This plan was developed in consultation with Barnardos workers and managers, who are at the forefront in identifying problems affecting children, young people and their families. Senior Managers have considered these issues and have added their knowledge of local area needs and ways of working with government and community. Barnardos Board of Directors endorsed this plan at their March meeting.

The framework used for planning is based on the Results Based Accountability methodology, now used by governments and other organisations in the area of human services. The development of the plan followed an evaluation of outcomes from the previous Corporate Plan 2008-2011 and builds on the success of that plan.

Our strategies for the next three years will support and contribute to the Australian Government's goals related to 'Closing the Gap' for Indigenous people, the National Framework for Protecting Australia's Children, National out-of-home care Standards, implementing "Keep them safe" and the New South Wales State Plan.

A complex series of Acts and Legislation governs or is associated with our work, including Adoption Act 1993 (ACT), Adoption Act 2000 (NSW), Children (Criminal Proceedings) Act 1987 (NSW), Children (Detention Centres) Act 1987 (NSW), Children and Young Persons (Care and Protection) Act 1998 (NSW), Children and Young People 2008 (ACT), Young Offenders Act 1997 (NSW), Corporations Act 2001 (Cth), Corporations Regulations 2001 (Cth), Fair Work Act 2009, Australian Workplace Safety Standards Act 2005, Ombudsman Act 1974 (NSW), Federal Privacy Act 1988, Privacy and Personal Information Protection Act 1998 (NSW), Family Court of Australia Legislation, Fundraising and Marketing related Legislation.

In the next three years, our program workers will address performance measures relevant to their area of work and implement necessary changes.



Key results for Barnardos in 2011-2014

1. Children and young people live in safe and stable families
2. Children and young people reach their potential
3. Children and young people connect with their communities and have high quality services
4. Barnardos will continue to meet the requirements of children and young people in need into the future

These four key results are outlined in more detail in the following sections, where we describe the current environment and indicate the strategies we will use as well as the actions required for implementation.

Over the term of this Corporate Plan, Barnardos Board will regularly monitor progress.



Children and young people live in safe and stable families – Result No 1.

The current environment

In 2009-2010, 31,295 Australian children were unsafe in their homes because of verified child abuse and neglect; 14,564 needed Court Orders to protect them from ongoing abuse and neglect¹. In addition, many other children are unsafe because they live in households affected by violence between adults. Government statistics show that one-third of the homeless women and children seeking crisis accommodation are fleeing domestic violence in their homes.

Children are particularly vulnerable to abuse and neglect when their families live in poverty or when their parents are substance users or suffer a mental illness. Clusters of disadvantage are located in specific geographic locations. Many Australian children are living with parents who have no job between them, or with lone mothers. Many Aboriginal families are amongst the poorest and most stressed families. In New South Wales, one-third¹ of children entering the care system are Aboriginal and 27%² of Indigenous people live in overcrowded housing.

In 2007-2008, there were 76,900 children assisted by homeless services. 12% of the homeless population is under twelve years of age. 9% are Indigenous³. The threat of homelessness is pressing for many families - 49% of lower income private renters have housing costs that exceed 30% of their incomes.

Some extended families are also struggling to keep their children stable within the wider family network. Across Australia 16,335 children known to the child welfare system live with their grandparents, aunts, other kin or friends¹. Many of these carers are older Australians who are living in poverty and require social assistance to rear young children and adolescents⁴.

Of particular concern for Barnardos is the emotional damage caused to children who have been removed from their parents' care. Instability in the foster or residential care system often results in the breakdown of placements at levels that are still unacceptably high. One study in South Australia noted that almost 80% of the group in their study had had 7 or more placements. In the latest 2009-2010 Australian figures, 34% of children and young people

in care have been in the 'system' for over 5 years¹. Almost none of these children move to adoption, except in NSW.

Another vulnerable group is made up of older adolescents who may have been separated from their birth family by war, refugee experience or trauma. Many of these adolescents do not have a family and may not be able to attach to a new family and are especially vulnerable to mental health problems. They require help from services to find housing, education, care and emotional support into independence.

¹ Australia Institute of Health & Welfare Child Protection Australia 2009-2010.

² 2006 figure from Productivity Commission Report on Government Services 2010 p.9.3.

³ Steering Committee for the Review of Government Service Provision 2009.

⁴ Yardley, Mason and Watson. Kinship Care in NSW. ACWA 2009.



Results No 1. sought	Strategies	Key actions
Families are supported when experiencing difficulties with child rearing	Increase direct service to families in rural areas to meet situations of immediate crisis and prevent children's entry to foster care	<ul style="list-style-type: none"> • Develop four (4) more rural programs in western and south east NSW • Increase services by 40% to Indigenous children • Develop two (2) more Temporary Family Care (TFC) programs in NSW • Develop two (2) more family preservation services
	Address housing problems for families at risk of, or already homeless	<ul style="list-style-type: none"> • Agree two (2) more community housing partnerships • Submit two (2) submissions to government on housing policy • Create one (1) housing pilot program • Find and maintain low income rental accommodation for children and young people using our programs
	Assist families who suffer poverty, mental illness, disability or other disadvantage to manage their children and family.	<ul style="list-style-type: none"> • Support families through family support services and encourage participation in the workforce • Expand financial literacy services across welfare programs and improve training for staff on budgeting for families and youth • Develop plans in Family Support programs for stabilizing families during crises • Embed focus on disability in the Australian Integrated Children's System • Develop four (4) programs using appropriate methodologies to enhance attachment amongst young children • Develop and evaluate twelve (12) Barnardos Adolescent Parent Education programs • Submit four (4) reports to government on children's needs
	Ensure that workers are culturally sensitive in assessing families' abilities to rear their children safely	<ul style="list-style-type: none"> • Review and improve staff training relevant to Indigenous and Culturally and Linguistically Diverse (CALD) families. • Continue regular culturally relevant staff training • Embed Cultural Care planning in the Australian Integrated Children's System
	Continue to seek suitable opportunities to support disadvantaged children and young people in areas not supported by Barnardos programs.	<ul style="list-style-type: none"> • Look at possible opportunities for expansion into other states that would pose a manageable risk to Barnardos Australia • Evaluate corporate partnership opportunities to expand programs and Barnardos managed community grant schemes in other States and areas as they arise, and implement if cost effective and strategically viable

Results No 1. sought	Strategies	Key actions
Children and young people are protected from family violence	Establish ways to ensure safety of children when they live with domestic violence and prevent future violence	<ul style="list-style-type: none"> · Establish safety plans for children in family support programs · Consult with Aboriginal communities about safety issues both for policy and implementation · Increase training for young people on avoiding violent relationships · Maintain records of worker attendance at domestic violence training · Embed action plans for avoiding family violence within the Australian Integrated Children's System · Develop support strategies for male carers
Children who have to leave their families are restored when safe	Ensure use of Temporary Family Care (TFC) programs	<ul style="list-style-type: none"> · Increase numbers and voluntary placements in Barnardos existing Temporary Family Care (TFC) programs · Increase respite care placements by 10% · Promote and monitor timely resolution of Court matters for children before the Children's Court
Kinship carers receive adequate support to look after family members	Assist extended family in decision making when a child is to be cared for by kin and help them support their children	<ul style="list-style-type: none"> · Increase numbers of workers trained in Family Group Conferencing · Increase number of successful conferences held · Develop new methods to assist families locally · Expand the number of Aboriginal kinship care families assisted
Children and young people receive high quality permanent placements when they can never live at home	Increase NSW and ACT Find A Family (FAF) placements and ensure stability of placements	<ul style="list-style-type: none"> · Increase numbers of permanency placements by 10% · Explore new models of support for adolescents particularly in rural areas · Develop an out-of-home care pilot focused on the integration of service models · Develop one (1) research project on foster care movements · Develop one (1) research project on cultural matching and service users' satisfaction · Contribute to legislative review on adoption · Analyse the experience of second and additional placements · Promote the national development of out-of-home care standards through national committee memberships · Achieve 98% compliance in audits of Barnardos out-of-home care and family support cases (external and internal)
Older adolescents are prevented from becoming homeless	Work with families of vulnerable adolescents	<ul style="list-style-type: none"> · Maintain street outreach programs and numbers of young people assisted by youth programs · Increase numbers of young people supported in aftercare · Develop three (3) new housing options for young people · Improve programs and approaches for addressing social adjustment amongst boys and girls aged 8-12 years · Encourage the development of Kids Friends programs in other States
Older adolescents with no family are assisted to achieve positive independence	Understand and meet the needs of vulnerable young people including refugees	<ul style="list-style-type: none"> · Maintain Kingston House facility for Culturally and Linguistically Diverse (CALD) adolescents · Develop a Supporting Young People (SYP) case management system · Maintain and develop work with older adolescents

“Worth every minute of the wait, thanks
Barnardos”

Adoptive Mother



Children and young people reach their potential

– Result No 2.

The current environment

Problems with education, health and social and emotional adjustment significantly limit the life chances of many disadvantaged Australian children, leading to inadequate work skills and life-long low work incomes.

In a study of foster children in Australia, 23% had repeated a grade in school, 60% had changed schools, 18% were not attending on any days and 30% had truanted in the past year. In the past year, 15% were suspended⁵.

Research related to Indigenous children show significantly poorer educational attainment. By Year 9, only 71% of Indigenous children reached their year reading standard (compared to 94% of non-Indigenous students). Indigenous young people aged 15-24 years were more than 3 times more likely than non-Indigenous young people to be neither employed nor studying³.

Injury and death rates are highest for poor children; they have a higher rate of injury and fatal assault. 9% of babies have low birth weight and the rate is higher for single and Indigenous mothers. Dental and other specialist services, such as speech therapy, are difficult for most poor families to access.

Many children who suffer social disadvantage in Australia are at risk of social and behavioural problems. Workers within Barnardos note increasing difficulties in disadvantaged families with pre-adolescent children. There are also considerable difficulties noted in Family Support programs in that babies who have poor attachments to their mothers are more likely to experience future difficulties with relationships and learning as they grow older. Increasingly, research is also showing that difficulties in cognitive capacity extends into adolescence.

In addition, children and young people coming into long term care, are often significantly damaged by their experiences with their parents and from within the care system itself.

Of particular concern for Barnardos are young people who are leaving the care system. They are more likely to be incarcerated or involved with juvenile justice, may become parents early, live in unstable housing and earn substantially less than the general population. They are vulnerable to substance abuse, mental health problems, poor vocational prospects and suffer loneliness⁶.

⁵ Cashmore, J., Paxman, M., & Townsend, M. (2007). The educational outcomes of young people 4-5 years after leaving care: an Australian perspective. *Adoption and Fostering*, 31(1), 50-61.

⁶ Create Foundation 2008.



Results No 2. sought	Strategies	Key actions
Children and young people living in Barnardos care will achieve their optimum educational/vocational performance at the same level as other Australian children	Develop educational/vocational plans for child or young person in Barnardos care to individually address literacy and numeracy	<ul style="list-style-type: none"> · Achieve 98% compliance with audit of educational/vocational plans · Achieve improved National Assessment Program – Literacy and Numeracy (NAPLAN) results for children we work with · Embed NAPLAN results reporting into the Australian Integrated Children’s System · Develop and trial incentives to keep children in school and embed the most effective into ongoing practice · Review and report on impacts of changes to school leaving age · Ensure assessment and treatment of speech and language problems
Children living in the community in Barnardos programs will receive educational assistance	Work with parents and kinship carers to better support students	<ul style="list-style-type: none"> · Expand and develop educational focus in learning centres · Increase the number of Indigenous children in learning centres · Monitor National Assessment Program – Literacy and Numeracy (NAPLAN) results associated with learning centres · Develop educational resources for staff, focusing on normal child development and education enhancement programs · Continue the Home Interaction Program for Parents and Youngsters (HIPPY) pilot at the South Coast and expand its use in other areas · Increase the number of playgroups provided by 50% · Increase opportunities for educational and vocational assistance for youth
Children in Barnardos programs will receive the benefit of preventative health knowledge and have their health needs met	Improve dental health and nutritional provision for children and young people	<ul style="list-style-type: none"> · Seek community foundation support to improve dental care · Develop one (1) food co-operative or food share program · Maintain and evaluate the effectiveness of breakfast clubs · Engage parents in the work of the breakfast clubs · Promote ‘healthy eating’ and food preparation · Evaluate transport options to better access health services in three (3) programs · Deliver and audit anti-smoking and anti-substance use education
Young people from Barnardos care programs move positively into independence (pathway planning)	Develop effective pathway planning towards independence	<ul style="list-style-type: none"> · Develop aftercare plans in the Australian Integrated Children’s System · Monitor outcomes for Barnardos young people leaving care, including stability of housing, vocational outcomes and pregnancy · Join with CREATE to advocate for more resources for aftercare. · Participate in advocacy campaigns in relation to Indigenous young offenders in juvenile justice
Children and young people learn to manage loss, trauma and grief	Enhance understanding of grief, loss and trauma amongst staff and families	<ul style="list-style-type: none"> · Train workers on grief, loss and trauma assessment and treatment to assist those affected to develop new life skills · Assist those affected by trauma to develop life skills which will allow them to live independently
Children and young people in need have their voices and developmental needs heard	Ensure all workers consult at key decision making points in children and young people’s lives	<ul style="list-style-type: none"> · Develop consultation tools within the Australian Integrated Children’s System

Children and young people connect with their communities and have high quality services – Result No 3.

The current environment

Some areas of Australia are greatly affected by disadvantage with high rates of poverty, imprisonment, child abuse and neglect. These are often rural areas or on the fringes of Sydney and regional cities. Current studies of indicators of disadvantage in NSW as well as those undertaken in 1999 and 2004 show similar postcodes as being the most disadvantaged, which indicates how disadvantage has become entrenched in these areas.

These areas of disadvantage often have poor infrastructure and people are isolated. Twenty-two percent (22%) of Australians have difficulty accessing services such as doctors, Medicare, Centrelink and employment services. There is a higher proportion of jobless couples with children under 15 years experiencing this problem (44%) and 34% of one parent households are experiencing the same issues⁷. The causes of these problems were attributed to transport, distance from services and cost of services, even when living in capital cities.

When disadvantage in communities becomes entrenched, the community's capacity to support children and young people becomes compromised. Local mentors, clubs and community volunteers are less likely to be there to provide leadership and support.

Non Government social welfare organizations targeted at children with high Child Protection needs are mainly found in cities and there is poor rural coverage. Experience of partnerships and integrated service delivery is limited, particularly for Aboriginal communities. There is a need for information on 'what works' to improve government planning. Coordination in rural areas is often poor and there is limited research.

Outcomes are poor for children leaving care and bureaucratic welfare systems vary substantially in quality⁸. Only a minority of foster carers and kinship carers receive consistent casework support such as that provided by Barnardos. Most statutory agencies have a very poor record of foster and kinship care servicing as demonstrated in numerous reports.

⁷ Social Inclusion in Australia: How Australia is fairing, 2010

⁸ Wood Special Commission of Inquiry into Child Protection NSW Government, 2008.



Results No 3.sought	Strategies	Key actions
Local communities and networks support children and young people and their families	Develop partnerships with local communities	<ul style="list-style-type: none"> · Create two (2) more formal partnerships with local Indigenous agencies · Continue to explore partnership opportunities · Develop two (2) research alliances to explore more effective community development techniques · Audit emerging communities in each Centre · Expand neighborhood community development programs in areas of greatest need · Co-operate with other local service providers · Develop transport options in early intervention programs
Aboriginal community develops capacity to meet its own welfare needs	Increase Barnardos Indigenous staffing numbers and their skills	<ul style="list-style-type: none"> · Increase numbers of Indigenous workers to 20% · Increase Indigenous trainees by 20% · Recruit at least one Indigenous Senior Manager · Provide opportunities for promotion within Barnardos programs and centres · Utilise Barnardos Indigenous Group (BIG) advice on the development of mainstream workers to work with Indigenous families
	Develop partnerships with Aboriginal and Torres Strait Islanders (ATSI) organisations	<ul style="list-style-type: none"> · Develop and increase number of partnerships with Aboriginal agencies · Maintain and increase partnerships with Aboriginal and Torres Strait Islanders (ATSI) peak bodies
Child and youth agencies will be of a standard to adequately assist Australian children and young people	Maintain pressure on Federal Government on implementation of National Framework for Protecting Australia's Children and the improvement of quality standards	<ul style="list-style-type: none"> · Develop and implement the Australian Integrated Children's System · Support the National Non-Government Organisation Coalition · Support the National Framework Research agenda · Encourage the Office of the Children's Guardian in NSW to provide standard assessment models of service delivery · Encourage the development of Barnardos Children's Family Centres concept as the 'best practice' model for integrated service delivery
	Maintain and develop linkages to relevant agencies to improve Barnardos service delivery system	<ul style="list-style-type: none"> · Maintain membership of peak bodies and relevant government, university and other committees · Audit new linkages in local areas
Services will be supported with quality research in key policy areas	Partner with universities to define and facilitate research which can improve practice	<ul style="list-style-type: none"> · Complete and promote the ten year longitudinal study of Find a Family children · Develop a research base for the kinship care program · Develop one (1) Youth work research study · Research into unit costing of out-of-home care and other priority areas as identified

Barnardos will continue to meet the requirements of children and young people in need into the future – Result No 4.

The current environment

Barnardos is a company limited by Guarantee and a registered charity. We have an independent local Board and are not affiliated with any church or organization. We maintain levels of financial reserves which are sufficient to maintain services to foster children for whom we have made a permanency commitment until they reach independence. In the event of significant downturn in any income stream, reserves are maintained at a level to meet the obligations of the agency balanced with the need to provide service.

The bulk of our funding comes from State and Federal Governments. Relationships with governments at all levels are important and we work to inform them of need as well as taking up opportunities to assist with relevant government service priorities. Our services are of high quality.

We raise non government funds through fundraising campaigns, legacies, investments and corporate sponsorship and take contributions from our small business enterprises. Increasing the awareness of potential donors of Barnardos work and need is crucial to maintaining non government funding levels. There are 700,000 not for profits in Australia and there is very strong competition to raise funds. Donor groups, their interests, their expectations, their loyalty and the way they use technology are continuing to change. They want to understand how their donations make a real impact, and traditional

fundraising techniques are less effective than they used to be. Another trend being monitored is the rise in wills being contested which results in increased administration and reduced or delayed income.

There has also been a significant shift in dialogue and giving patterns from philanthropy to corporate social responsibility of many corporates, trusts and foundations, with some directing these partnerships to support their corporate objectives. Key considerations for Barnardos when developing these relationships include flexibility to direct the funds to the most urgent areas of need, joint understanding of the real resourcing and administration costs of the programs and the timeframe commitment.

Financial and statutory reporting is becoming increasingly complex, particularly with reference to new technologies, the management of complex databases and the varied reporting requirements of governments, peak bodies, partners and other funders. There is also continued pressure to improve governance and the skill-sets of Directors on charity boards.

The ability to attract and retain adequately trained staff, including Aboriginal staff members and foster carers, is expected to continue to be a difficult challenge within the welfare and charity sectors over the life of this plan and beyond.



Results No 4. sought	Strategies	Key actions
Barnardos has adequate resources to meet current commitments and future plans	Maintain and increase relevant government funding	<ul style="list-style-type: none"> • Maintain and develop key National and State government relationships • Maintain and improve quality of funding applications • Maintain high quality of service delivery • Maintain high quality of funding reporting
	Monitor to ensure adequacy of reserves	<ul style="list-style-type: none"> • Review commitment to long term clients and provisions for staff annually
	Maintain and increase non government funding	<ul style="list-style-type: none"> • Retain and enhance funding from current donor base • Acquire and retain new donors in key groups including individuals, corporate, trusts, foundations and community groups • Seek innovative funding partnerships and activities to support the Corporate Plan • Prepare and document fundraising strategy to support Corporate Plan • Review fundraising plans annually
	Increase public awareness of Barnardos	<ul style="list-style-type: none"> • Maintain and increase effective communication of child welfare issues related to Barnardos work priorities • Maintain and increase effective communication of Barnardos to support fundraising in all mainstream and new media
Barnardos standard of governance will maintain stability and be responsive to changes in external environment	Ensure that Governance practices and documents in the agency are reviewed and renewed as necessary	<ul style="list-style-type: none"> • Continue regular Risk Management Committee meetings and ongoing reporting • Continue to report Practice Audit results at Board meetings • Monitor and report on the effective use of Barnardos assets • Review the Governance Charter annually and update as necessary • Review of Board performance completed at mid-term of Chair's tenure
Barnardos will maintain cost effective administration to support welfare services	Prepare and monitor overall financial management - Management reporting is transparent and documented	<ul style="list-style-type: none"> • Continue to prepare and adopt annual budgets in a timely manner • Continue monthly forecasting and reporting to management and Board on financial progress and operations • Present Independent Audited Financial Statements and Director's Report at Annual General Meeting for adoption • Successful acquittal of all government grants and donor requirements
Barnardos recruit and retain high quality staff and carers	Use best practice recruitment and retention techniques	<ul style="list-style-type: none"> • Ensure Barnardos Certified Agreement supports agency's ability to offer attractive packages to recruit and retain quality staff • Provide opportunities for promotion within Barnardos programs and Centres • Evaluate support strategies for rural workers and embed in ongoing practice • Continue bi-annual Barnardos Indigenous Group (BIG) and Staff Advisory Group (SAG) meetings • Assess, train and support carers to highest industry standard • Utilise local community networks in recruitment of staff and carers
Ensure optimal use of Information and Communication Technology	Develop ICT communication and software internally and make innovation available to other welfare agencies	<ul style="list-style-type: none"> • Improve coverage and use of ICT systems, particularly in rural areas • Update the Intranet to improve internal communication • Develop intake and out-of-home care sections of the Australian Integrated Children's System

Results No 4. sought	Strategies	Key actions
Barnardos continues to improve its management of non renewable resources	Measure and evaluate use of non renewable resources	<ul style="list-style-type: none"> · Review current non renewable resource management · Develop and communicate sustainability policies where necessary · Ensure the motor vehicle fleet is efficient for needs and environmentally managed · Reduce use of electrical power



Board of Directors as at March 2011

Mr Crispin Hull (Chair)

BA LLB (Hons)

Ms Marianne Millan (Deputy Chair)

BA (Hons), MA, Dip Ed, GradDip Public Admin

Mr Jim Pearse (Deputy Chair)

BSW, BA (Syd), BEc (QLD), MSc Health Economics (York)

Mr Sachindra Maharaj (Honorary Treasurer)

BCA (Wellington), CA

Professor Barbara Fawcett

BSC (Hons) Social Science, MSc (Oxon), CQSW, PhD (Manchester)

Dr Rosemary Howard

MBBS; FRANZCP; Cert in Child Psych

Mrs Abbey McKinnon

BA, LLB (Monash)

Mrs Julie Pascoe

BA (Syd), GradDip Mkt, GAICD

Mr Ross Peden

B.Econ., M. Comm., CPA, AAIM

Mrs Shirley Ronge

Ms Sharyn Schultz

GradCert ChangeMgt, B.Ed, AssocDip AdultEd

Mr Glenn Stewart

B.Ed (Primary)

Locations as at March 2011

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(374a Burwood Rd)

Campsie (20 Eighth Avenue) 02 9787 4440

Canberra (2 Atherton St) 02 6241 5466

Cobar (75 Marshall St) 02 6836 2511

Coonabarabran (Unit 2, 2 Essex St) 02 6842 1018

Gilgandra (2 Miller St) 02 6847 0857

Gosford (Park Plaza, 131-135 Henry Parry Dr)
02 4324 9411

Hampton Park (16-20 Stuart Ave) 03 9799 0708

Mudgee (119 Church St) 02 6372 1622

Narromine (110 Dandaloo St) 02 6889 4069

Nyngan (2 Mudal St) 02 6832 2166

Penrith (Hosking St, Cranebrook) 02 4729 1211

Pine Rivers (730 Gympie Rd, Lawnton) 07 3205 2955

Queanbeyan (24 Thornton Rd, Karabar) 02 6214 3800

Shellharbour (21a Addison St) 02 4297 0670

South Coast (13 Greene St, Warrawong) 02 4275 8575

St Marys (Suite 2/106 Queen St) 02 9833 8877

Sydney Metro (Lv 1, 60 Bay St, Ultimo) 02 9218 2300

Warren (Shop 2, 93 Dubbo St) 02 6847 4339

Wellington (80 Percy St) 02 6845 2164

Aftercare

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CEO and Welfare Director

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Company Secretary

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Marketing Director

Glynis Sequeira GradDip Mkt, MFIA

Email: gsequeira@barnardos.org.au

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Barnardos in business

ABRS

(Australian Barnardos Recruitment Services)

Level 1, 60-64 Bay Street Ultimo NSW 2007

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Tel: 02 9218 2334 Fax: 02 9281 7223

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Barnardos Practice Development Centre

(The LAC Project Australia and SCARF Australia)

Level 1 60-64 Bay Street Ultimo NSW 2007

GPO Box 9996 Sydney NSW 2001

Tel: 02 9218 2320 Fax: 02 9281 3055

Email: pdcaadmin@barnardos.org.au

Web: www.pdc.org.au

DONATE TODAY.
Call 1800 061 000
or go to www.barnardos.org.au

GPO Box 9996 in your Capital City
A Company Limited by Guarantee
Registered Charity | ABN 18 068 557 906
Tel 02 9218 2300 | Fax 02 9281 0526
Draft: 31 March 2011
Models used to protect privacy


Barnardos
We believe in CHILDREN

