

Annual Financial Report

30 June 2019

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**Barnardos
Australia**

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Barnardos Australia Directors' Report

The Directors of Barnardos Australia present their report together with the annual financial report for the financial year ended 30 June 2019.

DIRECTORS

The names of the Directors who have held office during the year and until the date of this report are:

Name	Particulars
<p>Janett Margaret Milligan</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Chair from 1 July 2019</p> <p>Director since October 2016</p> <p>Janett is a former Executive Director, Venues NSW (Department of Premier and Cabinet Office of Sport) and has significant experience in governance and implementing new structures including servicing and supporting young people. Previous experience includes executive level responsibility for policy and strategy in a range of human service organisations. Janett is currently a Trustee of the NSW Responsible Gambling Fund.</p> <p>Qualifications include: Bachelor of Social Science (Hons) (University of New England), Master of Business Administration (University of Sydney), Graduate of the Australian Institute of Company Directors.</p> <p>Chair of the People and Practice Committee and Member of the Governance Committee, Board Visitor to Hunter/Central Coast out-of-home care programs.</p>
<p>Gabrielle Trainor AO</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Resigned as Chair and Director 30 June 2019</p> <p>Director since October 2012 and Chair since February 2013, resigned 30 June 2019.</p> <p>Gabrielle has over 25 years' experience as a non-executive director and advisor on boards ranging from infrastructure, transport and urban renewal to sports, arts and culture and indigenous education and welfare. Gabrielle was awarded the Officer of the Order of Australia in 2017 for distinguished service to the community. Among present appointments, Gabrielle is a director of Zurich Australia, Infrastructure Australia, and a member of the ACT City Renewal Authority. She is Chair of the National Film and Sound Archive, a member of the Australian Sport Commission Board and has been appointed as an AFL Commissioner. Gabrielle is a trustee of the Board of Trustees of the University of Western Sydney and a trustee of the Charlie Perkins Trust.</p> <p>Qualifications include: Bachelor of Laws (University of Melbourne), Master of Arts (Creative and Cultural Practice), Fellow of the Australian Institute of Company Directors and a Churchill Fellow.</p> <p>Member of Governance Committee and Member of the Engagement Committee.</p>
<p>Alyssum (Abbey) McKinnon</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since October 2010</p> <p>Abbey has extensive experience as a lawyer having practiced as a Barrister in Victoria specialising in commercial crime and as a Solicitor in London and NSW in commercial litigation. Abbey is Co-President of the Peter Pan Committee, the main fundraising auxiliary for Barnardos. Abbey works tirelessly raising funds and awareness as a community advocate for Barnardos.</p> <p>Qualifications include: Bachelor of Arts and Bachelor of Laws (Monash).</p> <p>Chair of the Engagement Committee and Member of the People and Practice Committee, Board Visitor to Western NSW Safety and Prevention.</p>

Barnardos Australia Directors' Report (Cont.)

Name	Particulars
<p>Dr Rosemary Forsyth Howard</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since November 2010</p> <p>Rosemary is a Child and Adolescent Psychiatrist with over 30 years' experience as a clinician in Child and Adolescent Mental Health Services. Past roles include a Staff Specialist with Northern Sydney and Central Coast Area Health Service and as a Visiting Medical Officer with Western NSW Local Health District in Orange and Bathurst. Rosemary has experience in the Northern Territory, working to support the development of Child and Youth Mental Health Services in Central Australia, including seeing Aboriginal families in Alice Springs and remote communities. Rosemary currently works as a Psychiatrist member on both the NSW and NT Mental Health Review Tribunals.</p> <p>Qualifications include: MBBS (Hons), FRANZCP, Cert in Child Psych.</p> <p>Member of the Risk Committee, Board Visitor to the Sydney Metro Children's Family Centre.</p>
<p>Jane Elizabeth Paskin</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since May 2012</p> <p>Jane is a former Senior Partner in the financial services practice of Clayton Utz Lawyers and currently a consultant to Clayton Utz. Jane has practised financial services law for over 25 years. Jane is the Chair of Rice Warner a leading research and consultancy business in the financial services industry, and a director of ClearView Life Nominees Pty Limited, the trustee of the Clearview Retirement Plan and a director of R T Health Fund.</p> <p>Qualifications include: Bachelor of Law (Hons) (University of Technology), Graduate Australian Institute of Company Directors, ASFA Accredited Investment Fiduciary and ASFA Trustee Fellow.</p> <p>Chair of the Risk Committee and Member of the Finance and Audit Committee, Board Visitor to the Auburn Children's Family Centre.</p>
<p>John William Pittard</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since April 2014</p> <p>John is currently a non-executive director and Chair of ASX Listed company RXP Services Limited and non-executive director of AEMO (Australian Energy Market Operator). John has significant experience in senior executive and Board roles on both listed and private company boards. John has an extensive background leading organisational transformation (business and technology) and the development and execution of technology strategies across multiple industries. Qualifications include: Bachelor of Science (Newcastle University), and Member of the Australian Institute of Company Directors.</p> <p>Chair of the Barnardos Technology Advisory Board, Member of the Governance Committee and Member of the Risk Committee and Board Visitor to Find-A-Family (NSW).</p>

Barnardos Australia Directors' Report (Cont.)

Name	Particulars
<p>Prof Frances Eileen Waugh</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since May 2014</p> <p>Fran is a Professor in Social Work, Sydney School of Education and Social Work, University of Sydney. Fran has over 20 years' professional experience as a registered nurse and then social worker, prior to the past 13 years as an academic in the Social Work and Policy Studies Program in the Faculty of Education and Social Work at the University of Sydney. Her practice research has included a focus on child emotional abuse, child protection and domestic violence.</p> <p>Qualifications include: Graduate Certificate in Educational Studies (Higher Education) with merit (University of Sydney), Doctor of Philosophy, Department of Social Work (University of Sydney), Bachelor of Social Work (Honours class 1) (University of New South Wales).</p> <p>Member of the People and Practice Committee, Board Visitor to South Coast Children's Family Centre.</p>
<p>Rhonda Gail Stien</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since July 2014</p> <p>Rhonda is currently Director of Plan Plus Consulting, a management consultancy service providing expertise in strategic management, workplace investigation and conflict resolution to government and the not-for-profit sector. Previous experience includes Executive Director Child and Family, NSW Department of Community Services, Chief Executive Officer Uniting Care Burnside. Rhonda worked at Barnardos in the 1980's as Director of Adoption and Foster Care Services.</p> <p>Qualifications include: Master of Business Administration (Macquarie University) and Master of Social Work (University of NSW).</p> <p>Chair of the Governance Committee and Member of the People and Practice Committee.</p>
<p>Sam George Garland</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since May 2017</p> <p>Sam has over 10 years' experience in financial reporting, risk management and governance as a company auditor and professional adviser. Sam is currently a Partner at PwC Australia, leading the statutory and regulatory audits of complex financial institutions. He also advises on regulatory matters, risk management controls and organisational governance. Sam has experience auditing and working with a number of not-for-profit organisations, including in the education and medical sector.</p> <p>Qualifications include: Bachelor of Arts, Business Economics (University of Leeds), Member Chartered Accountants of Australia and New Zealand, registered company auditor (ASIC).</p> <p>Chair of the Finance and Audit Committee.</p>

Barnardos Australia Directors' Report (Cont.)

Name	Particulars
<p>Bradley Clifford Cooke</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since May 2017</p> <p>A Bidjigal man from the La Perouse Aboriginal community in the Eastern Suburbs of Sydney, Brad is passionate about building the capability of Indigenous people around the country and telling the history of Indigenous Sports people. A broadcaster on television and radio, Brad is currently on secondment from Jawun as part of the Jawun Indigenous Corporate Leadership Program as a Manager, Emerging Technology with the Commonwealth Bank of Australia.</p> <p>Qualifications include: Executive Education Course, Non Profit/Public/Organisational Management, Performance Measurement for Effective Management of Non-profit organisations (Harvard University, Kennedy School of Government).</p> <p>Member of the Engagement Committee and Board Visitor to the BIG and Indigenous capacity building program.</p>
<p>Paul Ireland</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>Director since November 2017</p> <p>Paul currently works with Boards and Investment Committees providing advice on investment arrangements. Paul was General Manager of MLC Implemented Consulting and previously held senior roles in both the finance industry and TAFE. He has managed successful businesses in the public and private sectors.</p> <p>Qualifications include: Master of Business Administration (AGSM, UNSW), Chartered Financial Analyst (CFA) (AIMR USA), Bachelor of Engineering (Sydney University), Bachelor of Social Studies (Hons) (Sydney University), Diploma of Adult Education (Sydney College of Advanced Education).</p> <p>Member of the Finance and Audit Committee and Member of the Engagement Committee, Board Visitor to the Penrith Children's Family Centre.</p>
<p>Julia-Anne Davenport</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director</p> <p>A Director since May 2019</p> <p>Julia is a company director and business advisor with particular experience in the design and implementation of cultural change initiatives and strategic oversight in the professional services, environmental management, NFP and industry association sectors. Among other appointments, Julia is a non-executive director of Lindsay Dynan Consulting Engineers and Head of Strategy and Innovation at Sparke Helmore. Julia is a former Deputy Chair of the Children's Book Council of Australia and founding director of Davenport Marketing and Advisory, a specialist consultancy with a key focus in the development of innovative strategy.</p> <p>Qualifications include: Bachelor of Arts (Information Science) (University of Technology), Graduate Australian Institute of Company Directors.</p> <p>Member of the Engagement Committee.</p>

Barnardos Australia Directors' Report (Cont.)

Name	Particulars
<p>Stephen Hilary Curwen Mills</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director since August 2019</p> <p>Director since 28 August 2019. Stephen is an honorary senior lecturer in the School of Social and Political Sciences at the University of Sydney. His previous experience is as a journalist and editor with Fairfax newspapers, political adviser (speechwriter) to Prime Minister Hon R J L Hawke, and corporate affairs adviser in the financial services sector. He is the former Chair of Australian Business Foundation and former director of ShareGift Australia.</p> <p>Qualifications include: Bachelor of Arts (Hons) University of Melbourne; Master of Public Administration, John F Kennedy School of Government, Harvard University; Doctor of Philosophy, University of Sydney.</p> <p>Member of the Risk Committee.</p>
<p>Raymond Patrick Kiley</p> <p>Qualifications and Experience</p> <p>Special Responsibilities</p>	<p>Director until 10 February 2019</p> <p>Director since November 2016. Resigned February 2019.</p> <p>Ray is currently Chief Executive Officer of Intelledox, a Canberra based Digital Transformation software company. Prior to that, Ray has held senior operations roles including Chief Operating Officer at CoreLogic Australia and Medibank Health Solutions. Ray has extensive experience in Technology and Operations specialising in business transformation. Ray's background also includes working as a commercial lawyer.</p> <p>Qualifications include: Bachelor of Science and Bachelor of Laws (Hons) (Australian National University).</p> <p>Member of the People and Practice Committee, Board Visitor to both the Canberra and Southern Children's Family Centres.</p>
<p>Patrick Joseph Kerlin</p> <p>Qualifications and Experience</p>	<p>Company Secretary</p> <p>Appointed 28 June 1999.</p> <p>Patrick is a Chartered Accountant, who prior to joining Barnardos in 1999 had over 20 years' experience in Commercial Practice, including Business Management, Taxation and Audit. Since joining Barnardos Patrick has completed a Masters in Policy Studies, School of Education and Social Work (University of Sydney), and completed a Graduate Diploma in Company Secretarial Practice with the Governance Institute of Australia.</p>

PRINCIPAL ACTIVITIES

Barnardos Australia is a child protection organisation working and advocating for the welfare of children and young people in Australia. Barnardos provides direct services in New South Wales and the Australian Capital Territory and promotes a range of welfare and community programs nationally.

Barnardos aims to find permanent, workable solutions to ensure that children receive the care and support they need to meet their potential.

BARNARDOS VISION

The Vision of Barnardos is that all children and young people have caring families in which they can grow safely and fulfil their potential. Families, children and young people are valued and supported by quality services and engaged communities.

BARNARDOS VALUES

Keep the child and young person central

Children and young people are our focus and must always be safe from abuse, neglect, homelessness and reach their full potential. We recognise their critical need for stable, ongoing relationships and their right to be heard and contribute to decisions about their lives.

Strengthen families

We believe in the importance of family for children and young people's development. We support the least intrusive intervention in family life consistent with a child or young person's safety and wellbeing.

Pursue social justice

Our work is informed by research and evidence about the ongoing damage to children's development caused by serious disadvantage such as poverty and racism. We work with the most vulnerable children to bring them to a community standard of life. We acknowledge the intergenerational transfer of inequity.

Be persistent for change

When working for individual children and young people, we don't give up. We confront challenges and aim to make a difference in the community's response to children's needs. We understand that change may be difficult but we must pursue those changes that are important for both individuals or groups of children.

Take responsibility

Workers, managers, volunteers and Board members take their work seriously and realise the impact of their work for the long-term wellbeing of individual children and young people as well as the agency. We are committed to professional standards, personal responsibility, accountability for our work and actions.

Relate respectfully

We recognise the need for open and honest communication with children, young people and their families. We acknowledge and respect cultural differences. We aim for positive relationships between carers, partner agencies, volunteers, Board members and employees.

REVIEW OF OPERATIONS

The operating surplus of the company for the year ended 30 June 2019 was \$1.2m (2018 loss: \$7.9m). The result for the year reflects the reduction in the Provision for Onerous Contract in relation to the ACT Together Consortium from \$5.8 million as at 30 June 2018 to \$3.5 million as at 30 June 2019. Ongoing support from our donors and corporate partners has resulted in the surplus for the year.

Welfare

Total Welfare expenditure has been reduced by 3% from \$105.9 million (2018) to \$102 million. Welfare revenue has increased by 5% from \$91.6 million in 2018 to \$96.3 million in 2019.

Barnardos Australia Directors' Report (Cont.)

Fundraising

The net contribution from Fundraising activities for the year was \$6.7 million (2018: \$6.4 million). The direct cost of fundraising over the gross income from fundraising ratio for the year was 22.4% (2018: 22.7%).

Recruitment Services

The operations of ahrs Recruitment Services, a recruitment service providing staff for Barnardos Australia as well as welfare workers throughout Australia, continues to build capacity following a reorganisation in the 2018 year, with a net contribution to the welfare work of Barnardos for the year ended 30 June 2019 making a profit of \$147,000 (2018 loss of \$110,000).

Administration

Investment, rental and other income has decreased during the year to \$0.6m in 2019 (2018: \$0.9m).

Property, Administration and Communications expenses has decreased during the year to \$0.7m in 2019 (2018: \$0.8m).

CHANGES IN STATE OF AFFAIRS

In line with our second strategic direction, "Our Commitment to Aboriginal People" we work in a culturally meaningful and respectful way with Aboriginal families and communities. We are committed to working collaboratively and in partnership with Aboriginal and Torres Strait Islander people, organisations and communities. As a means to demonstrate our support, Barnardos Australia has continued this year to provide ongoing assistance and support to transition the Narang Bir-rong program to a stand-alone community controlled Aboriginal organisation registered under the Office of the Registrar of Indigenous Corporations. This support has successfully resulted in the Incorporation of Narang Bir-rong Aboriginal Corporation in September 2018, and the successful transition of the out-of-home care (OOHC) program to the Narang Bir-rong Aboriginal Corporation on the 30th September 2019, now with a discrete contract to NSW Department of Communities and Justice (previously FaCS).

The Louise Voigt Award continues to be an opportunity for Indigenous staff to be supported in ongoing education and development. We are now in our fifth year of the award, and earlier recipients are well advanced in their tertiary studies.

As the lead agency of ACT Together, a consortium of agencies improving outcomes for children and young people in out-of-home care in the ACT, Barnardos Australia has completed the first three and a half years of the contract, which commenced in February 2016. We have achieved improvement in the outcomes for the young people as a result of the significant sector wide ACT government reform – A Step Up for Our Kids. Under the contract, Barnardos is responsible for supporting over 700 children and young people who are in statutory and kinship care in the ACT. Following a successful mid-term contract review, with an increase in financial commitment to Barnardos for the cost and funding of the program, the lives of the children and young people within the care of the consortium continue to be improved. Whilst the mid-term contract review was successful, the program has sustained financial challenges due to the unanticipated high number of children and young people with intensive needs, and the associated unavoidable costs of meeting the obligations involved in caring for these children. As a result, an onerous contract provision of \$3,525,508 was recognised as at 30 June 2019.

Despite the financial challenges, Barnardos remains committed to the ACT government strategy and reform contained within the contract, and looks forward to working collaboratively with the ACT Government and our Consortium members in continuing to improve the outcomes for the children and young people in OOHC in the Australian Capital Territory.

In 2018, Barnardos Australia commenced the process of joining the Australian Federal Government's Redress scheme for the survivors of Institutional Child Sexual Abuse. The scheme will operate for 10 years and provide support and financial redress to victims of sexual abuse within institutions.

Barnardos welcomes and supports the National Redress Scheme, as recommended by the Royal Commission into Institutional Responses to Child Sexual Abuse, in acknowledging the harm caused and provide support to people who were sexually abused as children survivors while in the care of an institution.

Barnardos Australia Directors' Report (Cont.)

Barnardos UK will join us in the scheme as they were responsible as the agency operating in Australia prior to Barnardos Australia being established in 1995. In joining the Scheme, there is a requirement to demonstrate that we and Barnardos UK have sufficient capacity to participate and meet the commitment to any future claims. The proposed Redress Scheme will provide survivors with a monetary payment of up to \$150,000, with payments assessed centrally by the Australian government. At the date of this report, Barnardos was still in the process of joining the Scheme. Whilst there are no formal claims reported against Barnardos through the National Redress Scheme, it is believed that once Barnardos has joined, that the Scheme will formally notify Barnardos of a number of claims.

In 2017 Barnardos established a Reserve Fund and aims to continue to maintain sufficient reserves to remain a strong and viable organisation. The Reserve Fund is possible due to strong financial governance across the organisation over a number of years, and generous bequests left by a number of Barnardos supporters.

Further to the commencement of the then NSW Department of Family and Community Services (FaCS) reform in 2017, the Permanency Support Program, which prioritises permanency and stability for children and young people who are unable to reside with their parents, continues to operate strongly. Barnardos is pleased to be able to continue to deliver permanent outcomes for children, whether this is supporting families to safely care for their children, supporting children to live with kin and relatives, transitioning children to adoptive families or finding permanent foster homes for children who remain in out-of-home care. The reform has provided additional funding to assist with permanency both for children who are able to remain with their parents, and those whom the NSW Children's Court has removed from their parents' care.

During 2019, Barnardos continued to achieve a significant number of adoptions. Barnardos continues to lead advocacy and research related to open adoption with the longitudinal research project, Barnardos Australia Open Adoption Outcomes. This research is in the final stages of completion, with anticipated release in the forthcoming financial year.

FUTURE DEVELOPMENTS

Barnardos Australia's Strategic Directions 2017-2020 outlines the five headline areas where Barnardos is focusing its work. These areas are our children, young people and families; our commitment to Aboriginal people; our voice; our people; and our sustainable future. In a general sense, this three-year plan focuses on consolidating systems to manage the organisation's growth, supporting our workforce to understand Barnardos' practice principles, evidencing the work that Barnardos does, and managing and building relationships with our key stakeholders.

As always, Barnardos will continue to focus on identifying the needs of vulnerable children and families within the communities in which we work and deliver services and support to help. An analysis of client and community need will be conducted, resulting in several new initiatives to develop cross-agency approaches in service areas such as domestic violence, early intervention services, and therapeutic supports. Barnardos will continue to develop and support vulnerable families and to advocate for systemic change on issues that affect these families.

In 2020, a new strategic plan will be developed and implemented for the future five year period. It is envisaged that this will build on the work undertaken in the current Strategic Directions, and will include a review and refresh of mission, vision, and values. Barnardos Management and Board will set five-year performance goals and define aspirations for service development, expansion, and innovation during this period. The process of developing this new strategic plan will commence in September 2019 with an initial Board and Executive workshop, and will involve consultation with the full organisation in addition to Barnardos clients and external stakeholders.

SUBSEQUENT EVENTS

During the year, Barnardos Australia and Premier Youthworks, the agency that was subcontracted within the ACT Together Consortium to provide Therapeutic Residential Services, entered into mediation in relation to the funding of those services. In August 2019 Premier Youthworks advised Barnardos of their intention to cease to provide such services. As a result Barnardos has engaged a large number of former Premier Youthworks staff and continues to provide high level and appropriate care for the children within the ACT Together Consortium. The service delivery has continued to be provided and Barnardos Australia is working with the ACT Government and our Consortium Partners to ensure a continuum of care. An allowance has been made for anticipated future costs within the calculation of the financially onerous contract provision as at 30 June 2019, refer to note 13 on page 39.

Barnardos Australia Directors' Report (Cont.)

There has not been any matter or circumstance, other than referred to in the financial statements or notes thereto, that has arisen since the end of the financial year that has significantly affected, or may significantly affect, the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

SHORT-TERM AND LONG-TERM OBJECTIVES

Our short-term and long-term goals are contained within Barnardos Australia Strategic Directions 2017-2020.

Barnardos Australia Strategic Directions 2017-2020 has five headline areas. They are outlined in the table below.

Our children, young people and families	We work together with children, young people and families to break the cycle of disadvantage, creating safe, nurturing and stable homes, connected to family and community.
Our commitment to Aboriginal people	We work in a culturally meaningful and respectful way with Aboriginal families and communities. We are committed to working collaboratively, and in partnership with Aboriginal and Torres Strait Islander people, organisations and communities.
Our voice	As a leader of innovation in Australian child protection, we use our knowledge and expertise to influence government, other non-government organisations and the wider community.
Our people	Our staff, carers and volunteers are engaged, valued and effective in working towards the mission, vision and values of Barnardos.
Our sustainable future	We maintain a strong and viable organisation with systems that enable and support our programs and services for children and families.

STRATEGY FOR ACHIEVING OBJECTIVES

The Chief Executive Officer, with support and leadership from the Executive Management Team, oversees and monitors the implementation of the Board approved strategies and outcomes identified to support the five Strategic Directions.

KEY PERFORMANCE INDICATORS

A significant consultative process has been undertaken, involving all staff in the Barnardos Management Team, to develop a set of performance indicators and measures aligned to each area of the Strategic Directions. The new reporting framework established from these measures will allow the Executive Management Team to monitor progress towards the outcomes in the current strategic plan. Barnardos is undertaking work in collaboration with the Parenting Research Centre to develop an overarching client outcomes framework. All management areas have refreshed regular reporting to ensure that indicators provided to the Executive Management Team and Board are strategic and contextualised.

The annual budget establishes key performance measures and results that are reviewed through the board governance model and include fiscal measures, service outcomes, contract compliance, risk analysis as well as best practice standards and other accepted industry benchmarks.

INDEMNIFICATION OF OFFICERS AND AUDITORS

During the financial year the company paid a premium in respect of a contract insuring the Directors of the company (as named above) and all Executive Officers of the Company against a liability incurred as a Director or Executive Officer to the extent permitted by the Australian Charities and Not-for-profits Commission Act 2012. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium. In addition to this insurance, directors of the company have been provided with a Deed of indemnity, insurance and access. The Company has not otherwise, during or since the financial year, indemnified or agreed to indemnify an officer or auditor of the company against a liability incurred as such by an officer or auditor.

ROUNDING

The Company is of a kind referred to in ASIC Corporations Instrument 2016 /191 dated 1 April 2016 and, in accordance with that Instrument, amounts in the financial report and director's report have been rounded off to the nearest thousand dollars, unless otherwise stated.

DIVIDENDS

Under the terms of the Company's Constitution, the Company is not authorised to pay dividends to its members.

AUDITOR'S INDEPENDENCE DECLARATION

The Auditor's Independence Declaration is included on page 15 of the financial report.

CORPORATE GOVERNANCE STATEMENT

Barnardos Australia is a not-for-profit income tax exempt organisation incorporated as a Company limited by guarantee in accordance with the Corporations Act 2001 (Cth). Barnardos operates under a Constitution approved by the members of the Company in 2015. As required by the Constitution, all Directors of Barnardos Australia are non-executive directors and receive no remuneration for performing their role as Director. Some expenses incurred by Directors in carrying out their duties as Directors in attending Company meetings are reimbursed on a cost only basis.

Barnardos Australia is a registered charity with the Australian Charities and Not-for-profits Commission. Barnardos Australia has Deductible Gift Recipient status and is a public benevolent institution under Australian Taxation law.

Barnardos aims to operate with the highest standards of governance in all aspects of its work. Barnardos conducts its operations in accordance with a Board-approved Governance Charter that sets out among other things the role of Directors, the role of the Board, the Code of Conduct for Directors and the role of the Chief Executive Officer.

Barnardos Australia currently has 136 members of the Company and they are all of the same class. There is no limit on the number of members allowed under the Constitution. All of the Directors are also members of the Company. In accordance with the Company's Constitution in the event of winding up of the Company, the members undertake (including for a year after membership expiry) to contribute an amount up to but not exceeding \$10 each towards the payment of the debts and liabilities of the Company or the costs of winding up of the Company in addition to the amount of unpaid membership fees. At the date of this report, the maximum value that members may be required to contribute amounts to \$1,360 (136 x \$10).

During the financial year, the Board of Directors of Barnardos Australia held seven meetings. In addition, there were meetings of the Governance Committee, Finance and Audit Committee, Risk Committee, People and Practice Committee and Engagement Committee.

The Governance Committee provides advice to the Board on the adequacy of governance arrangements for the Board and organisation. This includes the review of the Governance Charter every three years, ensuring the membership of the Company of Barnardos Australia is of an appropriate size and composition and providing advice and managing the process for Board succession. In late 2018, the Governance Committee assisted in the engagement of an external consultant to undertake a full Board review, a process which is undertaken at least once every three years. This is in keeping with best practice corporate governance.

Barnardos Australia Directors' Report (Cont.)

The Finance and Audit Committee reviews the effectiveness of the internal financial controls and oversees both the external and internal audit programs, ensuring the internal controls and financial risk management structures are appropriate for the organisation's requirements. The Finance and Audit Committee also reviews any significant recommendations of the internal and external auditors including changes in accounting practices or policies. The Finance and Audit Committee reviews the policy for the investment of Barnardos reserves and monitors the implementation of this policy.

The Risk Committee provides oversight of the risk management framework within the organisation and monitors the alignment of the Barnardos risk profile and controls with the Board-approved risk appetite. The Risk Committee is also responsible for ensuring the organisation has appropriate insurance with regards to Barnardos circumstances and needs.

The People and Practice Committee provides oversight to ensure that the Strategic Directions concerning Human Resource management and practice are maintained with particular focus on organisational culture, recruitment and retention and support of staff through professional development, leadership and succession planning. The People and Practice Committee also ensures that there is a strong focus on practice across all Barnardos programs and that human resource management and practice are culturally informed for our Aboriginal staff and clients.

The Engagement Committee provides advice to the Board on Barnardos Revenue and Giving and Marketing and Communications strategies, in alignment with the Strategic Directions, and the resourcing and effectiveness of these strategies.

In addition to involvement at Committee level, Directors also act as Board Visitors, visiting specific programs on a regular basis to inform the Board in respect of the development of specific Barnardos programs and to enhance the recognition of the Board and its role to Barnardos' staff.

During the year a Technology Advisory Board was established, to support the Barnardos Board and Management with ideas, advice, expertise and insight on technology matters. The board is chaired by a Director of Barnardos, and the membership includes two external experts and Management representatives.

The Board undertakes a Strategic Planning day each year, currently held in September.

Barnardos Australia Directors' Report (Cont.)

MEETINGS OF DIRECTORS


During the financial year, seven Board meetings were held. In addition, 19 Board sub-Committee meetings were held. Director attendances at these meetings were as follows:

Director's Name	Board of Directors		Finance and Audit Committee		Governance Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Gabrielle Trainor AO	7	7	-	-	3	1
Abbey McKinnon	7	7	-	-	-	-
Rosemary Howard	7	7	-	-	-	-
Jane Paskin	7	5	5	5	-	-
John Pittard	7	6	-	-	3	1
Fran Waugh	7	5	-	-	-	-
Rhonda Stien	7	7	-	-	3	3
Janett Milligan	7	7	-	-	3	3
Sam Garland	7	6	5	5	-	-
Brad Cooke	7	6	-	-	-	-
Paul Ireland	7	7	5	5	-	-
Julia Davenport	2	2	-	-	-	-
Ray Kiley	4	3	-	-	-	-

Director's Name	Risk Committee		Engagement Committee		People and Practice Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Gabrielle Trainor AO	-	-	3	3	-	-
Abbey McKinnon	-	-	3	3	3	2
Rosemary Howard	5	5	-	-	-	-
Jane Paskin	5	5	-	-	-	-
John Pittard	5	3	-	-	-	-
Fran Waugh	-	-	-	-	3	2
Rhonda Stien	-	-	-	-	3	2
Janett Milligan	-	-	-	-	3	3
Sam Garland	-	-	-	-	-	-
Brad Cooke	-	-	3	2	-	-
Paul Ireland	-	-	3	3	-	-
Julia Davenport	-	-	1	1	-	-
Ray Kiley	-	-	-	-	1	1

Signed in accordance with a resolution of the Directors.

On behalf of the Board



Janett Milligan Chair

Dated at Sydney this 14th day of October 2019.

14 October 2019

The Board of Directors
Barnardos Australia
60-64 Bay Street
Ultimo NSW 2000

Dear Board Members

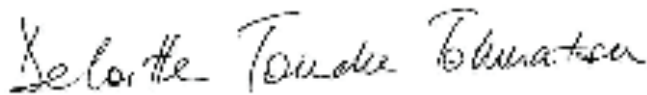
Barnardos Australia

In accordance with Subdivision 60-C of the *Australian Charities and Not-for-profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the directors of Barnardos Australia.

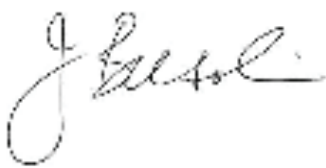
As lead audit partner for the audit of the financial statements of Barnardos Australia for the financial year ended 30 June 2019, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely



DELOITTE TOUCHE TOHMATSU



John Bresolin
Partner
Chartered Accountants

Independent Auditor's Report to the members of Barnardos Australia

Opinion

We have audited the financial report of Barnardos Australia (the "Entity") which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the directors' declaration. In addition, we have audited Barnardos Australia's compliance with specific requirements of the Charitable Fundraising Act 1991 for the year ended 30 June 2019.

In our opinion:

- (a) the accompanying financial report of the Entity is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act"), including:
 - (i) giving a true and fair view of the Entity's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
 - (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.
- (b) the financial report agrees to the underlying financial records of Barnardos Australia, that have been maintained, in all material respects, in accordance with the Charitable Fundraising Act 1991 and its regulations for the year ended 30 June 2019;
- (c) monies received by Barnardos Australia, as a result of fundraising appeals conducted during the year ended 30 June 2019, have been accounted for and applied, in all material respects, in accordance with the Charitable Fundraising Act 1991 and its regulations.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Entity in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the directors' report and supplementary information for the year ended 30 June 2019, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

The Directors' Responsibilities for the Financial Report, for compliance with the Australian Charities and Not-for-profits Commission Act 2012 and the Charitable Fundraising Act 1991.

The directors of the Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Regime and the ACNC Act and for compliance with the Charitable Fundraising Act 1991. The Directors are also responsible for such internal control as the directors determine is necessary to enable compliance with the requirements of the Charitable Fundraising Act 1991 and the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Entity to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report and Audit of compliance with the Charitable Fundraising Act 1991.

Our objectives are to obtain reasonable assurance about whether the Entity has complied with the requirements of the Charitable Fundraising Act 1991 and whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

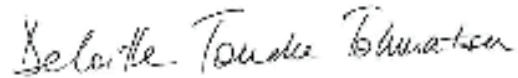
- Identify and assess the risks of non-compliance with the specific reporting requirements of the Charitable Fundraising Act 1991 and the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

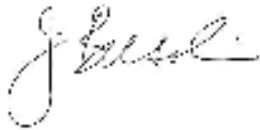
Inherent Limitations

Because of the inherent limitations of any compliance procedure, it is possible that fraud, error, or non-compliance with the Charitable Fundraising Act 1991 may occur and not be detected. An audit is not designed to detect all weaknesses in Barnardos Australia's compliance with the Charitable Fundraising Act 1991 as an audit is not performed continuously throughout the period and the tests are performed on a sample basis.

Any projection of the evaluation of compliance with the Charitable Fundraising Act 1991 to future periods is subject to the risk that the procedures, may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.



DELOITTE TOUCHE TOHMATSU



John Bresolin
Partner
Chartered Accountants
Sydney, 14 October 2019

Barnardos Australia Charitable Fundraising Act Declaration

BARNARDOS AUSTRALIA CHARITABLE FUNDRAISING ACT DECLARATION

I, Sam Garland, Director/Chair of the Finance & Audit Committee of Barnardos Australia, declare that in my opinion:

- a) The Financial Statements and notes thereto give a true and fair view of all income and expenditure of Barnardos Australia with respect to fundraising appeals and licensing and event activities;
- b) The attached financial statements are in compliance with Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Regulations 2001;
- c) The Statement of Financial Position, Statement of Profit or Loss and Other Comprehensive Income and notes thereto give a true and fair view of the state of affairs with respect to fundraising appeals and licensing and event activities;
- d) The provisions of the Charitable Fundraising Act 1991 and its regulations, the Charitable Collections Act 1946 and the Charitable Collections Regulations 1947 and the conditions attached to the authority have been complied with; and
- e) The internal controls exercised by Barnardos Australia are appropriate and effective in accounting for all income received and applied by the company from any of its fundraising appeals.

On behalf of the Directors



.....
Sam Garland
Director/Chair Finance & Audit Committee

Dated at Sydney this 14th day of October 2019.

Barnardos Australia Directors' Declaration

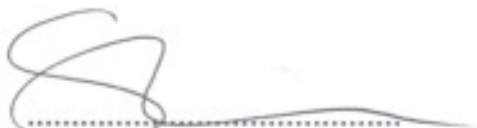
BARNARDOS AUSTRALIA DIRECTORS' DECLARATION

The directors declare that:

- a) In the directors' opinion, there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable; and
- b) In the directors' opinion, the attached Financial Statements and notes thereto are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and in compliance with the Charitable Fundraising Act 1991, including compliance with accounting standards and giving a true and fair view of the financial position and performance of the entity.

Signed in accordance with a resolution of the directors made pursuant to s.60.15 of the Australian Charities and Not-for-profits Commission Regulation 2013.

On behalf of the Directors



.....
Sam Garland
Director/Chair Finance & Audit Committee



.....
Janett Milligan
Chair

Dated at Sydney this 14th day of October 2019

Barnardos Australia Statement of Profit or Loss and Other Comprehensive Income for the Financial Year Ended 30 June 2019

	Notes	2019 \$000's	2018 \$000's (Restated)
CONTINUING OPERATIONS			
REVENUE			
FUNDRAISING REVENUE			
Fundraising	2	10,163	9,472
Licensing and Events		-	145
		10,163	9,617
GOVERNMENT SUBSIDIES			
Federal		4,260	4,572
State - NSW		49,301	47,602
State - ACT		41,392	37,976
Local Government and Lead Agencies		679	619
		95,632	90,769
OTHER WELFARE REVENUE			
User Contributions		684	747
Welfare Product		1	71
		685	818
RECRUITMENT SERVICES			
		3,055	3,362
INVESTMENT, RENTAL AND OTHER REVENUE			
	3	634	899
NET GAIN ARISING FROM FINANCIAL ASSETS			
		99	76
TOTAL REVENUE		110,268	105,541
DEDUCT EXPENDITURE			
WELFARE CENTRES			
		102,023	105,936
FUNDRAISING			
Fundraising – salaries and direct costs		2,272	2,149
Fundraising – administration and indirect costs		1,211	940
Licensing and Events		-	87
		3,483	3,176
PROPERTY AND ADMINISTRATION			
Administration and Governance		59	133
Communication		550	607
Rental		76	89
		685	829
RECRUITMENT SERVICES			
		2,909	3,472
TOTAL EXPENDITURE		109,100	113,413
PROFIT/(LOSS) FOR THE YEAR REPRESENTING TOTAL COMPREHENSIVE INCOME / (LOSS) FOR YEAR			
	4	1,168	(7,872)

Notes to the financial statements are included on pages 25 to 46.

Barnardos Australia
Statement of Financial Position as at 30 June 2019

	Notes	2019 \$000's	2018 \$000's (Restated)
CURRENT ASSETS			
Cash and Cash at Bank	7	5,702	2,813
Receivables	9	5,858	2,207
Other Financial Assets	8	279	774
Financial Assets at Fair Value through Profit or Loss	8	5,980	5,698
Prepayments		1,257	1,811
TOTAL CURRENT ASSETS		19,076	13,303
NON-CURRENT ASSETS			
Property, Plant and Equipment	10	11,955	12,900
Investment Property	11	4,699	4,278
TOTAL NON-CURRENT ASSETS		16,654	17,178
TOTAL ASSETS		35,730	30,481
CURRENT LIABILITIES			
Payables	12	4,829	4,516
Income Received in Advance		5,443	1,887
Provisions	13	7,365	9,212
Other - Funds Held In Trust	7	1,830	-
TOTAL CURRENT LIABILITIES		19,467	15,615
NON-CURRENT LIABILITIES			
Provisions	13	3,562	3,339
Other - Funds Held In Trust		277	271
TOTAL NON-CURRENT LIABILITIES		3,839	3,610
TOTAL LIABILITIES		23,306	19,225
NET ASSETS		12,424	11,256
EQUITY			
Reserves	14	73	73
Retained Earnings	15	12,351	11,183
TOTAL EQUITY		12,424	11,256

Notes to the financial statements are included on pages 25 to 46.

Barnardos Australia
Statement of Changes in Equity for the Financial Year Ended 30 June 2019

	Donor Reserve	Investment Revaluation Reserve	Retained Earnings	Total
	\$000's	\$000's	\$000's	\$000's
Balance at 30 June 2017 (Restated)	73		19,055	19,128
Loss for the year (Restated)	-	-	(7,872)	(7,872)
Other comprehensive income	-	-	-	-
Total Comprehensive Income / (loss) for the year (Restated)	-	-	(7,872)	(7,872)
Balance at 30 June 2018 (Restated)	73	-	11,183	11,256
Profit for the year	-	-	1,168	1,168
Other comprehensive income	-	-	-	-
Total Comprehensive Income / (loss) for the year	-	-	1,168	1,168
Balance at 30 June 2019	73	-	12,351	12,424

Notes to the financial statements are included on pages 25 to 46.

Barnardos Australia
Statement of Cash Flows for the Financial Year Ended 30 June 2019

	Notes	2019 \$000's	2018 \$000's
Cash Flows from Operating Activities			
Receipts from Customers, Donors and Government		113,641	110,310
Bequests		4,292	1,166
Interest Received		259	239
Payments to Suppliers and Employees		(116,706)	(114,323)
Net Cash provided / (used in) by Operating Activities	18	1,486	(2,608)
Cash Flows from Investing Activities			
Purchase of Property, Plant and Equipment		(1,814)	(3,015)
Receipt / (Payment) of Trust Funds		1,830	(112)
Capital Expenditure on investment property		-	(61)
Proceeds from disposal of Available for sale investments		-	3,410
Proceeds from Sale of Property, Plant and Equipment		892	650
Net Cash provided by / (used in) Investing Activities		908	872
Net increase / (decrease) in cash and cash equivalents		2,394	(1,736)
Cash and cash equivalents at the beginning of the Financial year		3,587	5,323
Cash and cash at bank at the end of the Financial year	18	5,981	3,587

Notes to the financial statements are included on pages 25 to 46.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES

Statement of Compliance

The financial report is a general purpose financial report which has been prepared in accordance with the Australian Charities and Non-for-profits Commission Act 2012, Australian Accounting Standards – Reduced Disclosure Requirements and Interpretations, and complies with other requirements of the law. For the purpose of preparing the financial statements, the Company is a non-for-profit entity.

The financial statements were authorised for issue by the directors on 14th October 2019.

Basis of preparation

The financial report has been prepared on the basis of historical cost. Historical cost is generally based on the fair values of the consideration given in exchange for assets. All amounts are in Australian dollars, unless otherwise indicated.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, management is required to make judgments, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an annual basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Adoption of new and revised Accounting Standards

In the current year, the entity has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are mandatory for the current annual reporting period.

New and revised Standards and amendments thereof and Interpretations effective for the current year that are relevant to the entity include AASB 9 'Financial Instruments', and the relevant amending standards.

Impact of initial application of AASB 9 'Financial Instruments'

In the current year, the entity has applied AASB 9 'Financial Instruments' (as amended) and the related consequential amendments to other AASB Standards that are effective for an annual period that begins on or after 1 July 2018.

AASB 9 introduced new requirements for:

- The classification and measurement of financial assets and financial liabilities;
- Impairment of financial assets; and
- General hedge accounting.

Details of these new requirements as well as their impact on the entity's financial statements are described below.

All recognised financial assets that are within the scope of AASB 9 are required to be measured subsequently at amortised cost or fair value on the basis of the entity's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

Management reviewed and assessed the entity's existing financial assets as at 1 July 2018 based on the facts and circumstances that existed at that date and concluded that the initial application of AASB 9 has had the following impact on the entity's financial assets in respect of their classification and measurement:

- The entity's investments in units of investment funds in Perpetual that were previously classified as available-for-sale financial assets and were measured at fair value with changes in fair value recognised through other comprehensive income, have been reclassified as financial assets designated at fair value through profit or loss because the entity did not have the option to irrevocably elect to classify these financial assets at fair value through other comprehensive income.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)

- Loans and receivables under AASB 139 that were measured at amortised cost continue to be measured at amortised cost under AASB 9 as they are held within a business model to collect contractual cash flows and these cash flows consist solely of payments of principal and interest on the principal amount outstanding.

A significant change introduced by AASB 9 in the classification and measurement of financial liabilities relates to the accounting for changes in the fair value of a financial liability designated as at FVTPL attributable to changes in the credit risk of the issuer. This change in accounting policy has not affected the entity's accounting as all of the entity's financial liabilities were continued to be measured at amortised cost using the effective interest method as at 30 June 2019.

In relation to the impairment of financial assets, AASB 9 requires an expected credit loss model as opposed to an incurred credit loss model under AASB 139. The expected credit loss model requires the entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition of the financial assets. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognised. AASB 9 requires a simplified approach for measuring the loss allowance at an amount equal to lifetime ECL for trade receivables. Given no significant receivable write-offs in relation to the entity's income streams, the application of the AASB 9 impairment requirements has not resulted in any material additional loss allowances to be recognised as at 1 July 2018.

Hedge accounting requirements of AASB 9 have not had any material impact on the entity's financial statements as the entity did not hold any hedging instruments as at 30 June 2019.

The entity has elected to restate the comparative financial information. The table below shows the amount of adjustment for each financial statement line item affected by the application of AASB 9 for the prior year.

Impact of initial application of AASB 9 'Financial Instruments' (cont'd)

Impact on profit or loss for 2018:

	As previously reported \$000's	AASB 9 adjustments \$000's	As restated \$000's
Net gain arising on financial assets at fair value through profit or loss	-	76	76
Profit / (Loss) for the year	(7,948)	76	(7,872)

Impact on other comprehensive income and total comprehensive income for 2018:

	As previously reported \$000's	AASB 9 adjustments \$000's	As restated \$000's
Changes in fair value of available-for-sale financial assets	76	(76)	-
Total comprehensive income/(loss) for the year	76	(76)	-

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)

Impact on assets, liabilities and equity as at 1 July 2017:

	As previously reported \$000's	AASB 9 adjustments \$000's	As restated \$000's
Retained earnings	19,078	(23)	19,055
Investment Revaluation Reserve	(23)	23	-
Reserves	73	-	73
Total	19,128	-	19,128

Impact on assets, liabilities and equity as at 1 July 2018:

	As previously reported \$000's	AASB 9 adjustments \$000's	As restated \$000's
Retained earnings	11,130	53	11,183
Investment Revaluation Reserve	53	(53)	-
Reserves	73	-	73
Total	11,256	-	11,256

Significant Accounting Policies

The following significant accounting policies have been adopted in the preparation and presentation of the financial report:

a. Revenue Recognition

- i. Bequests** - Bequests received are credited to income in the period in which they are received. Bequests and gifts received in the form of properties or investments are taken into account when received at their market value if they are listed shares or trusts and otherwise at cost, which is deemed to be their probate value.
- ii. Donations** - Donations received are credited to income in the period in which they are received.
- iii. Gifts in kind** - Gifts in kind including professional pro bono services that can be reasonably valued are brought to account as revenue when the benefit of the service or control of the asset transfers to Barnardos Australia.

The value of volunteer hours, including the time of the Board of Directors, volunteer mentors and fundraisers has not been brought to account because the fair value cannot be reliably determined. Donated goods that are distributed directly to clients have also not been brought to account as revenue and expenditure of the company.

- iv. Government Funding Agreements** - Government funding agreements are contracted agreements with the Government to provide a variety of welfare programs in the community. They are received in the form of transfers of resources to the company in return for past or future compliance with certain conditions relating to the operating activities of the company. Non-reciprocal government funding monies, other than monies held in trust, are credited to income when received in accordance with AASB 1004 "Contributions", unless control does not pass until funds are spent, in which case funds are held as income in advance on the statement of financial position. Other service revenues from government agencies are recognised upon delivery of services in accordance with AASB 118 Revenue.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)

- v. Sale of Goods and Disposal of Assets** - Revenue from the sale of goods and disposal of other assets is recognised when the company has transferred the significant risks and rewards of ownership of the goods or other assets to the buyer.
- vi. Interest income** - Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.
- vii. Rental income** - Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.
- viii. Welfare services and Recruitment Services income** – revenue from contracts to provide services is recognised by reference to the stage of completion of the contract on an accruals basis.

b. Cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash on hand and in banks and money market investments readily convertible to cash.

c. Employee Benefits

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave when it is probable that settlement will be required, and they are capable of being measured reliably. Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement. Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the company in respect of services provided by employees up to reporting date.

Defined contribution plans

Contributions to defined contribution superannuation plans are expensed when incurred.

d. Financial instruments

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

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Non-derivative financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)**Classification of financial assets**

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met (see (iii) below); and
- the Group may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

The entity's financial assets include trade receivables measured at amortised cost, investments in units of funds classified as financial assets at fair value through profit or loss, term deposits and cash and cash equivalents.

Derecognition of financial asset

The entity derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

Classification of financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL. The entity's financial liabilities include trade payables measured at amortised cost.

Derecognition of financial liabilities

The entity derecognises financial liabilities when, and only when, the entity's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)**Loans and receivables**

Trade receivables, loans, and other receivables are recorded at amortised cost less impairment.

e. Fundraising

Fundraising costs are charged to expenses when incurred. Barnardos Australia's practice is to cost allocate all corporate costs including administrative support to all functions of the agency, including the provision of welfare programs and fundraising.

f. Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of Goods and Services Tax (GST), except:

- i. Where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- ii. For receivables and payables, which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

g. Impairment of Assets

At each reporting date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

When the future economic benefits of the asset are not primarily dependent on the assets ability to generate net cash inflows and when the company would, if deprived of the asset, replace its remaining future economic benefits, value in use is the depreciated replacement cost of an asset.

If the recoverable amount of an asset (cash generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash generating unit) is reduced to its recoverable amount. An impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash generating unit) in prior years. A reversal of an impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the reversal of the impairment loss is treated as a revaluation increase.

h. Investment property

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured at cost. At the date of transition, the fair value of the properties was deemed to be its cost at that date.

i. Inventories

Unsold Christmas cards and other inventories are valued at the lower of cost or net realisable value using the average cost method.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)**j. Income Tax**

Confirmation of endorsement as an income tax exempt charitable entity under Subdivision 50-B of the Income Tax Assessment Act 1997 was received on the 8th July 2005.

k. Leasing

Operating lease payments are recognised as an expense on a basis which reflects the pattern in which economic benefit from the leased assets is consumed.

l. Going Concern Assumption

As at 30 June 2019, the Company's statement of financial position reported current liabilities greater than current assets (a net current liability position) of \$391,000, (2018 \$2.3 million).

In assessing the Company's going concern, the Directors are satisfied that the Company will be able to meet its working capital requirements after considering the following;

- Unanticipated bequest receipts of \$375 thousand have been received in the first quarter of FY 2020,
- Included in current liabilities are employee provisions of \$5,025 thousand of which it is anticipated that \$1,500 thousand are not expected to be disbursed in full in the next 12 months,
- Included in current liabilities is income received in advance of \$4.7 million which relates to future contractual commitments that will be expended gradually over the next 12 months in a planned process.
- There are budgeted cash flows from future fundraising activities that will generate additional cash flows, and
- There are number of non-current assets, including investment properties, that can be realised should the need arise. One of these assets was realised in September 2019 for a net sale proceed of \$1.3 million.

The financial report has been prepared on the basis that the Company is a going concern which assumes continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business.

The financial statements do not include any adjustments relating to the recoverability and classification of recorded assets amounts or to the amount and classification of liabilities that may be necessary should the Company be unable to continue as a going concern.

m. Property, Plant and Equipment

Land and buildings, plant and equipment, leasehold improvements and equipment under finance lease are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of the item. In the event that settlement of all or part of the purchase consideration is deferred, cost is determined by discounting the amounts payable in the future to their present value as at the date of acquisition. Depreciation is provided on property, plant and equipment, including freehold buildings but excluding land and investment properties. Depreciation is calculated on a straight line or diminishing value basis so as to write off the net cost of each asset over its expected useful life.

- i. Depreciation of Buildings** has been provided on the basis of 2% per annum, using the straight line method.
- ii. Depreciation and Amortisation of Leasehold Improvements, Partitions and Furnishings** has been provided on the basis of 10% per annum, using the straight line method.
- iii. Depreciation of Plant and Equipment, including Computer Equipment** has been provided on the basis of 15% to 25% per annum, using the straight line method.
- iv. Depreciation of Motor Vehicles** has been provided on the basis of 18.5% per annum, using the diminishing value method.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)**n. Software research and development expenditure**

Expenditure on software research and development activities is recognised as an expense in the period in which it is incurred.

o. Payables

Trade payables and other accounts payable are recognised when the entity becomes obliged to make future payments resulting from the purchase of goods and services.

p. Provisions

Provisions are recognised when the company has a present obligation for a future sacrifice of economic benefits, that sacrifice is probable, and the amount of the sacrifice can be measured reliably.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received if the Company settles the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

q. Statement of profit or loss presentation

Expenses in the statement of profit or loss are classified based on their function within the entity. Barnardos Australia's policy is to allocate corporate costs including administrative support to all functions of the agency, including the provision of welfare programs and fundraising.

r. Currency and rounding of amounts

The financial statements are presented in Australian dollars, which is the Company's functional and presentation currency. The Company is an entity to which ASIC Corporation Instrument 2016 / 191 applies. Under the option available to the Company under that Instrument, all values are rounded to the nearest thousand dollars (\$'000) unless otherwise stated.

s. Standards and Interpretations issued not yet effective**AASB 1058 Income of Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers**

AASB 1058 clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, in conjunction with AASB 15. The new income recognition requirements shift the focus from a reciprocal/non-reciprocal basis to a basis of assessment that considers the enforceability of a contract and the specificity of performance obligations.

The core principle of the new income recognition requirements in AASB 1058 is when an NFP entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives, the excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately.

An example of a 'related amount' is AASB 15 and in cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, income is recognised when (or as) the performance obligations are satisfied under AASB 15, as opposed to immediate income recognition under AASB 1058.

Under AASB 15, an entity recognises revenue when (or as) a performance obligation is satisfied, i.e. when 'control' of the goods or services underlying the particular performance obligation is transferred to the customer. AASB 15 introduces a five-step approach to revenue recognition, which is more prescriptive than AASB 118. The entity is still evaluating the impact of AASB 1058 and AASB 15 on the consolidated financial statements.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)**AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities**

Provides a temporary option for NFP lessees to elect to measure a class (or classes) of right-of-use assets arising under 'concessionary leases' at initial recognition, at either fair value or cost. If an entity chooses the cost option, additional disclosures are required for each material 'concessionary / peppercorn lease' on the nature and terms and the entity's dependence on such leases. The entity is still evaluating the impact of this standard on the consolidated financial statements.

AASB 16 Leases

AASB 16 provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements for both lessors and lessees. AASB 16 will supersede the current lease guidance including AASB 117 Leases and the related Interpretations when it becomes effective.

The entity has chosen the modified retrospective application of AASB 16. Consequently, the entity will not restate the comparative information.

Impact on Lessee Accounting

AASB 16 will change how the entity accounts for leases previously classified as operating leases under AASB 117, which were off-balance sheet, mainly in relation to the entity's office lease.

On initial application of AASB 16, for the entity's premises leases the entity will:

- Recognise right-of-use assets and lease liabilities in the statement of financial position, initially measured at the present value of the future lease payments;
- Recognise depreciation of the right-of-use asset and interest on the lease liability in the statement of profit or loss;
- Separate the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within operating activities) in the cash flow statement.

Lease incentives (e.g. rent-free period) will be recognised as part of the measurement of the right-of-use assets and lease liabilities whereas under AASB 117 they resulted in the recognition of a lease liability incentive, amortised as a reduction of rental expenses on a straight-line basis. Under AASB 16, right-of-use assets will be tested for impairment in accordance with AASB 36 'Impairment of Assets'. This will replace the previous requirement to recognise a provision for onerous lease contracts. For short-term leases (lease term of 12 months or less) and leases of low-value assets (such as personal computers and office furniture), the entity will opt to recognise a lease expense on a straight -line basis as permitted by AASB 16.

Impact on Lessor Accounting

Under AASB 16, a lessor continues to classify leases as either finance leases or operating leases and account for those two types of leases differently. However, AASB 16 has changed and expanded the disclosures required, in particular regarding how a lessor manages the risks arising from its residual interest in leased assets. AASB 16 is not expected to result in any material impact on the entity's accounting as the entity does not currently act as lessor nor earn any material rental income.

NOTE 1: SUMMARY OF ACCOUNTING POLICIES (CONT.)

At the date of authorisation of the financial statements, the Standards and Interpretations that were issued but not yet effective are listed below.

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 15 Revenue from Contracts with Customers	1 July 2019	30 June 2020
AASB 1058 Income of Not-for-Profit Entities	1 July 2019	30 June 2020
AASB 1059 Service Concession Arrangements: Grantors	1 July 2019	30 June 2020
AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities	1 July 2019	30 June 2020
AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities	1 July 2019	30 June 2020
AASB 16 Leases	1 July 2019	30 June 2020

The directors are still in the process of assessing the full impact of the application of the above standards on the company's financial statements. The directors do not intend to early apply the standards.

t. Critical accounting judgements

The Company evaluates estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company.

i. Leave provisions

Annual leave provisions as at balance sheet date for the majority of staff is expected to be used within 12 months of balance date.

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases have been taken into account.

ii. Estimate of asset lives, residual values and depreciation methods

Property, plant and equipment are depreciated over their useful lives taking into account residual values. Future market conditions determine residual values. Depreciation and amortisation is calculated on an either straight line or diminishing value basis which may not represent the actual usage of the asset.

iii. Onerous Contract provision

An onerous contract provision has been recognised as at 30 June 2019 in relation to the ACT Together Contract with the ACT Government. On measuring the provision amount, several key assumptions are used in the calculation, refer to note 13 on page 39.

NOTE 2: FUNDRAISING	2019 \$000's	2018 \$000's
Donors and Appeals	4,926	4,824
Bequests	4,292	1,166
Bequests received in the form of shares	-	3,062
Bequests received in the form of property	465	-
Pro Bono Contributions	191	137
Blackheath Auxiliary	-	5
Canberra Branch	52	54
Peter Pan Committee	142	134
Peter Pan Opportunity P/L	95	90
TOTAL FUNDRAISING INCOME	10,163	9,472

NOTE 3: INVESTMENT, RENTAL AND OTHER REVENUE	2019 \$000's	2018 \$000's
Interest, dividends and distributions	435	376
Sundry Revenue	85	115
Rental Revenue	109	91
Gain (Loss) on Disposal of Property, Plant and Equipment	5	(31)
Gain on sale of available for sale assets	-	348
TOTAL INVESTMENT, RENTAL AND OTHER REVENUE	634	899

NOTE 4: PROFIT / (LOSS) FROM OPERATIONS	2019 \$000's	2018 \$000's
Profit / (Loss) has been arrived at after charging / (crediting) the following income, expenses, gains and losses:		
Depreciation of property, plant and equipment	1,872	1,934
Depreciation of investment property	45	44
Defined contribution plans	4,518	4,339
Operating lease rental expense	2,882	2,667
Bad debt expense	-	-
Onerous Contract Expense (Write Back)	(2,339)	5,863

NOTE 5: AUDITOR'S REMUNERATION	2019 \$000's	2018 \$000's
Tax advice on indirect tax	-	9,975
Auditing the Financial Report	40,000	40,000
Pro Bono Audit Fee	60,000	60,000
	100,000	109,975

The auditor of Barnardos Australia is Deloitte Touche Tohmatsu. The auditor receives the above contribution toward its generous donation of the cost of its audit. The market value of the total audit has been valued at \$100,000 based on a fee estimate.

NOTE 6: KEY MANAGEMENT PERSONNEL REMUNERATION

The directors of Barnardos Australia who held office during the financial year were:

Janett Milligan	(non-executive)	Abbey McKinnon	(non-executive)
Gabrielle Trainor AO	(non-executive)	Jane Paskin	(non-executive)
Bradley Cooke	(non-executive)	John Pittard	(non-executive)
Sam Garland	(non-executive)	Rhonda Stien	(non-executive)
Rosemary Howard	(non-executive)	Fran Waugh	(non-executive)
Paul Ireland	(non-executive)	Julia Davenport	(non-executive)
Ray Kiley	(non-executive)		

No director has received or become entitled to receive any remuneration from the company in their capacity as a director (2018: \$Nil). Any goods purchased by the directors were acquired at commercial rates.

Other Key Management Personnel of Barnardos Australia during the financial year were:

Deirdre Cheers – Chief Executive Officer

Executive Managers

Melanie Andrews – Safety and Prevention Metropolitan NSW

Elizabeth Cox – Out-Of-Home Care NSW / ACT

Penny Hood – People and Practice

Patrick Kerlin – Corporate and Financial Services - Company Secretary

Kerry Moore – Safety and Prevention Regional / Rural NSW and ACT

Sarah Spence - Engagement, Partnerships and Giving – appointed September 2018

As at 30 June 2019 there were seven Key Management Personnel (2018: seven).

	2019 \$	2018 \$
The aggregate compensation of the key executive management personnel of the company is set out below.	1,559,000	1,535,000
	1,559,000	1,535,000

NOTE 7: CASH AND CASH AT BANK

	2019 \$000's	2018 \$000's
Cash on Hand	68	40
Cash at Bank	3,502	1,599
Cash at Bank - "Gift Fund"	307	1,174
	<u>3,877</u>	<u>2,813</u>
Add: Cash Held in Trust - Restricted Cash ^a	1,825	-
	<u>5,702</u>	<u>2,813</u>

^a Cash at Bank YE 2019 includes \$1,825,000 as "Restricted Cash".

This is held in Trust on behalf of Barnardos UK.

This account is interest bearing. Accrued interest is \$4,676.

Total held in Trust on behalf of Barnardos UK is \$1,829,676

NOTE 8: OTHER FINANCIAL ASSETS	2019 \$000's	2018 \$000's
Current		
Held at cost		
Bank Term Deposits – Current	-	1
Bank Commercial Bills, "Gift Fund"	279	273
Transferable Certificate of Deposit	-	500
	279	774
Financial assets at fair value through profit or loss		
Core Fund - Perpetual Trustee Company Limited	2,115	2,035
Reserve Fund - Perpetual Trustee Company Limited	3,865	3,663
	5,980	5,698

NOTE 9: RECEIVABLES	2019 \$000's	2018 \$000's
Receivables		
Trade Receivables	2,837	1,492
Other Receivables	3,021	715
	5,858	2,207

Note: The average credit period on receivables is 30 days. No interest is charged on trade receivables.

Trade Receivables		
Current	1,201	942
30-60 days	695	492
60-90 days	140	2
90 days +	801	56
	2,837	1,492

None of the amounts past due above are considered impaired and no provision for impairment is held as a result.

NOTE 10: PROPERTY, PLANT AND EQUIPMENT

Description	Freehold Land at cost	Buildings at cost	Leasehold Improvements Partitions and Furnishings at cost	Plant and Equip at cost	Motor Vehicles at cost	Total
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Gross Carrying Amount						
Balance at 30 June 2017	491	4,758	3,588	1,505	9,318	19,660
Additions	-	-	862	111	2,042	3,015
Disposals	-	-	(44)	(1)	(2,094)	(2,139)
Balance at 30 June 2018	491	4,758	4,406	1,615	9,266	20,536
Additions	-	47	233	242	1,292	1,814
Disposals	-	-	(20)	(9)	(2,188)	(2,217)
Balance at 30 June 2019	491	4,805	4,619	1,848	8,370	20,133
Accumulated Depreciation						
Balance at 30 June 2017	-	(1,678)	(513)	(865)	(4,105)	(7,161)
Disposals	-	-	44	-	1,414	1,458
Depreciation Expense	-	(111)	(447)	(272)	(1,103)	(1,933)
Balance at 30 June 2018	-	(1,789)	(916)	(1,137)	(3,794)	(7,636)
Disposals	-	-	21	-	1,309	1,330
Depreciation Expense	-	(112)	(476)	(243)	(1,041)	(1,872)
Balance at 30 June 2019	-	(1,901)	(1,371)	(1,380)	(3,526)	(8,178)
WDV 30 June 2019	491	2,904	3,248	468	4,844	11,955
As at 30 June 2018	491	2,969	3,490	478	5,472	12,900
As at 30 June 2019	491	2,904	3,248	468	4,844	11,955

NOTE 11: INVESTMENT PROPERTY	2019 \$000's	2018 \$000's
Investment Property (wdv)		
Balance at the beginning of the financial year	4,278	4,262
Additions	465	60
Less depreciation	(44)	(44)
Balance at the end of the financial year	4,699	4,278

Barnardos Australia currently holds four investment properties,

- A unit located in Mosman, as a result of a bequest, which is income producing as a residential investment. At the date of this report Barnardos has entered into a contract for sale of this property.
- There are two properties located in Shellharbour, NSW. One property is currently an income producing retail outlet, and the other property is held for capital appreciation and is currently being used as a Respite Accommodation facility for clients. The rent receivable for the retail outlet is at market rate and there is a six month clause within the contract to end the agreement.
- A three bedroom residence in Gilmore, ACT was bequeathed to Barnardos Australia during the year.

Based on the latest valuation on investment properties, the market value of the properties are above the net carrying value. No impairment loss is recognised.

NOTE 12: PAYABLES	2019 \$000's	2018 \$000's
Trade creditors	1,930	2,430
Sundry creditors and accrued expenses	2,899	2,086
	4,829	4,516

Note: The average credit period on purchases is 30 days. No interest is charged on trade creditors.

NOTE 13: PROVISIONS	2019 \$000's	2018 \$000's
Current		
Employee Provision - Annual Leave	3,114	2,970
Employee Provision - Long Service Leave	1,912	2,233
Lease Incentive	104	102
Onerous Contract (ii)	2,235	3,907
	7,365	9,212
Non-Current		
Employee Provision - Long Service Leave	1,366	567
Provision for Make Good (i)	816	620
Lease incentive	90	196
Onerous Contract (ii)	1,290	1,956
	3,562	3,339
Number of equivalent full-time employees at end of financial year	571	568

NOTE 13: PROVISIONS (CONT.)**i. Provision for Make Good**

The provision for make good represents the present value of the directors' best estimate of the future sacrifice of economic benefits that will be required to remove leasehold improvements from leased property.

ii. Provision for Onerous Contract

The provision for onerous contract has been prepared on the following basis. As at 30 June 2019, Barnardos Australia has a contractual obligation with the Australian Capital Territory Office for Children Youth and Family Support, Community Services Directorate (CSD) for the provision of Out-of-Home Care Services within the ACT. The contract is for a five year period, ending in February 2021.

There is no early termination option for Barnardos, and Barnardos remains committed to providing the highest level of support to the vulnerable clients within the ACT Together Consortium.

Barnardos has incurred losses in the 2018 and 2019 financial years in meeting the requirements of the contract, mostly due to an unanticipated variance in the mix of high and low cost clients, and partly due to incurring additional unforeseen high and unavoidable costs in relation to a small number of high needs clients. We envisage these losses continuing until the end of the contract.

The five year contract contains a provision that allowed for a mid-contract review and this review was undertaken during the year, resulting in Barnardos being awarded an increase in financial contribution within the contract, effective from 1 January 2019.

In assessing the probability of a future deficit from the contract, we have considered a number of scenarios within a range of likely outcomes and arrived at the expected value by weighting the possible outcomes of the future deficits going forward by their associated probabilities. The variables are:

- The number and mix of clients under the Consortium's care for the remainder of the contract noting that the future flow and mix of clients through the care system, which may reduce the cost of the services to Barnardos,
- The impact of the withdrawal of Premier Youthworks from the Consortium, and likelihood of CSD providing the additional transitional costs requested,
- The timing and impact of any decision by CSD in relation to a claim submitted by Barnardos for additional funding, allowed for within the contract, to allow for the financial impact of exceptional and unforeseen matters, relating to the cost impact of additional compliance matters within the jurisdiction of the Australian Capital Territory.

Barnardos Australia
Notes to the Financial Statements for the Financial Year Ended 30 June 2019 (Cont.)

NOTE 14: RESERVES	2019 \$000's	2018 \$000's
Reserves		
Donor Reserve (i)	73	73
	73	73

Represented By:

- i. The donor reserve is made up of a number of bequests with specific terms, Bank Term Deposit – “Gift Fund” Note 7.

NOTE 15: RETAINED EARNINGS	2019 \$000's	2018 \$000's
Balance at beginning of financial year	11,256	19,128
Profit / (Loss) for the year	1,168	(7,872)
Balance at end of financial year	12,424	11,256

NOTE 16: CAPITAL AND LEASING COMMITMENTS	2019 \$000's	2018 \$000's
(a) Rentals charged to operating expenses	2,882	2,667
(b) Operating Lease Commitments		
Non-cancellable operating leases:		
Less than one year	2,649	2,474
Between one year and five years	10,171	6,443
More than five years	107	1,696
	12,927	10,613

The non-cancellable operating leases are mostly for Special Purpose Welfare Centres and the head office of Barnardos located at Bay Street, Ultimo.

NOTE 17: SEGMENT INFORMATION

Barnardos Australia is a charity working for the welfare of children and young people in New South Wales and the Australian Capital Territory, Australia.

NOTE 18: NOTES TO THE STATEMENT OF CASH FLOWS

	2019	2018
	\$000's	\$000's
Profit / (Loss) for the year	1,168	(7,948)
Depreciation and amortisation - property, plant and equipment	1,872	1,934
Depreciation and amortisation - investment property	44	44
Net loss on disposal of property, equipment and motor vehicles	(5)	31
Net gain on disposal of investments available for sale	-	(348)
Bequest distribution received as investment available for sale	(465)	(3,062)
Interest received on Funds held in Trust	7	8
Interest earned on Perpetual Investments re-invested.	(282)	(144)
Changes in Assets and Liabilities:		
(Increase)/Decrease in receivables	(3,652)	1,515
Decrease/(increase) in prepayments	554	(108)
Increase/(decrease) in income received in advance	2,778	(1,170)
(Decrease)/increase in provisions	(1,624)	5,910
Increase/(decrease) in sundry creditors	1,091	730
Net cash provided / (used in) Operating Activities	1,486	(2,608)
Reconciliation of Cash and cash at bank		
Cash balance comprises:		
Cash At Call (note 7)	5,702	2,813
Bank Term Deposits – Current (note 8)	-	1
Bank Commercial Bills - "Gift Fund" (note 8)	279	273
Transferable Certificate of Deposit (note 8)	-	500
Cash Balance as per Cash Flow Statement	5,981	3,587

NOTE 19: CONTINGENT LIABILITIES

As at 30 June 2019, Barnardos Australia had a contingent liability in relation to possible future claims made by former clients.

Barnardos (initially as a branch of Barnardos UK and, since July 1996 as Barnardos Australia) has operated a large number of residential and non-residential services over a long period of time caring for vulnerable children and young people. Rigorous procedures have been and continue to be in place for ensuring the safeguarding of children. Our experience, internal and external inspections evidence the high standard of services delivered in the vast majority of cases over this time.

However, Barnardos accepts that there are cases where clients may have experienced harm and that the possibility of future claims for compensation from clients exists. This includes the potential for claims to be made through the National Redress Scheme that was established in response to the Royal Commission into Institutional Responses to Child Sexual Abuse.

Barnardos Australia, together with Barnardos UK, have formally applied to join the National Redress Scheme ('the Redress Scheme') and await formal acceptance. The Redress Scheme allows for redress of up to \$150,000 for each individual claim.

Where claims have been received by Barnardos Australia, these have been assessed for their likely outcome and provision made as required.

However, at the date of this report, it is not possible to estimate reliably the number or value of claims payable under the Redress Scheme or for other claims not yet received, hence the disclosure as a contingent liability.

In considering the potential financial impact of any such claims it is important to also note that:

- As a result of an agreement with Barnardos UK, Barnardos Australia does not have any liability for claims arising from events occurring prior to 1 July 1975, including where the claim is made via the Redress Scheme
- Barnardos has maintained various insurances against such matters since the early 1970s which would be likely to offset a significant amount of any potential liability.

As at 30 June 2019, the Commonwealth Bank has issued bank guarantees totalling \$530,420 to guarantee various commercial leases entered into by Barnardos Australia.

NOTE 20: SUBSEQUENT EVENTS

During the year, Barnardos Australia and Premier Youthworks, the agency that was subcontracted within the ACT Together Consortium to provide Therapeutic Residential Services, entered into mediation in relation to the funding of those services. In August 2019 Premier Youthworks advised Barnardos of their intention to cease to provide such services. As a result Barnardos has engaged a large number of former Premier Youthworks staff and continues to provide high level and appropriate care for the children within the ACT Together Consortium. The service delivery has continued to be provided and Barnardos Australia is working with the ACT Government and our Consortium Partners to ensure a continuum of care. An allowance has been made for anticipated future costs within the calculation of the financially onerous contract provision as at 30 June 2019, refer to note 13 on page 39.

There has not been any matter or circumstance, other than referred to in the financial statements or notes thereto, that has arisen since the end of the financial year that has significantly affected, or may significantly affect, the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

NOTE 21: FINANCIAL INSTRUMENTS

	2019 \$000's	2018 \$000's
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The following Financial Assets and Liabilities are held

Financial Assets

Cash and cash at bank	5,702	2,813
Receivables	5,858	2,207
Other Financial Assets	279	774
Financial assets at fair value through profit or loss	5,980	5,698

Financial Liabilities

Payables	4,829	4,516
Income received in advance	5,443	1,887
Other – funds held in trust ^a	2,108	271

^a Other – includes funds held in Trust on behalf of Barnardos UK: \$1,829,676

The Company's other financial assets are measured at fair value at the end of each reporting period. The fair values of other financial assets in shares are determined based on quoted bid price in an active market.

NOTE 22: INFORMATION TO BE FURNISHED UNDER THE CHARITABLE FUNDRAISING ACT 1991 (CONT.)
v) Comparisons of certain monetary figures and percentages

Comparison Descriptions	2019 \$ '000		2019 %	2018 \$ '000		2018 %
	Direct cost	Gross Income		Direct cost	Gross Income	
Total direct cost of Fundraising / Gross Income from Fundraising	2,272	10,163	22.4%	2,149	9,472	22.7%
Net Surplus from Fundraising / Gross Income from Fundraising	7,891	10,163	77.6%	7,323	9,472	77.3%
Total cost of Fundraising / Gross Income from Fundraising	3,483	10,163	34.3%	3,089	9,472	32.6%
Net Surplus from Fundraising / Gross Income from Fundraising	6,680	10,163	65.7%	6,383	9,472	67.4%
Total cost of Merchandising / Gross Income from Merchandising	-	-	-	87	145	60.0%
Net Surplus from Merchandising / Gross Income from Merchandising	-	-	-	58	145	40.0%
Total costs of services / total expenditure (excluding fundraising and merchandising expenditure).	101,817	105,410	96.6%	105,936	110,237	96.1%
Total costs of services / total income received (net of fundraising and merchandising expenditure).	101,817	106,848	95.3%	105,936	102,289	103.6%

vi) The Charitable Fundraising Act Declaration is included on Page 19.
NOTE 23: ADDITIONAL INFORMATION

Barnardos Australia is a company, limited by guarantee, operating as a Charity within Australia.

Liability of each member in the event of winding up is \$10.00 (full amount). As at 30 June 2019 the number of members was 136 (2018: 135). The amount that is eligible to be called up in the event of and for the purpose of a winding up as at 30 June 2019 was \$1,360 (full amount) (2018: \$1,350 (full amount)).

Principal place of business and registered office:

60 - 64 Bay Street,
ULTIMO, NSW, 2007,
AUSTRALIA.

Unaudited Barnardos Australia Supplementary Information to the Financial Statements for the Financial Year Ended 30 June 2019

FEDERAL GOVERNMENT SUBSIDIES (DETAILED)	2019 \$000's	2018 \$000's
Auburn Children's Family Centre		
Long Day Care	731	632
	731	632
Canberra Children's Family Centre		
Family Support – Alcohol and Other Drugs (prev kids in focus)	120	117
Disability Supported Placements plus in reimbursements	-	3
	120	120
Penrith Children's Family Centre		
Disabled Adolescents Respite Enterprise (NDIS)	658	692
Vacation Care	213	248
	871	940
South Coast Children's Family Centre		
Communities For Children	1,296	1,439
Wonwin Djura Koori Programme	-	175
	1,296	1,614
Western (Orana Far West)		
Family First Gilgandra	287	308
Wellington Learning Centre	89	88
	376	396
Youth Programs		
Reconnect - Mudgee, Coolah and Rylstone	197	196
Reconnect - Wellington, Narromine and Gilgandra	197	196
Reconnect - Cobar, Warren and Nyngan	281	281
Reconnect - Marrickville and Canterbury	191	197
	866	870
TOTAL FEDERAL GOVERNMENT SUBSIDIES	4,260	4,572

Unaudited Barnardos Australia Supplementary Information to the Financial Statements for the Financial Year Ended 30 June 2019 (Cont.)

STATE GOVERNMENT SUBSIDIES (DETAILED)	2019 \$000's	2018 \$000's
NSW GOVERNMENT SUBSIDIES		
SAFETY AND PREVENTION		
Auburn Children's Family Centre		
Domestic Violence	105	102
Family Accommodation and Support	429	415
Long Day Care	29	41
Sexual Assault	93	90
Family Support and Preservation	317	290
Kinship Care	-	652
Temporary Family Care – Auburn and Blacktown	1,121	1,046
Youth Support	125	120
	2,219	2,756
Hunter Central Coast		
Temporary Family Care and Kinship Care	4,416	3,763
	4,416	3,763
Penrith Children's Family Centre		
Disabled Adolescents Respite Enterprise (NDIS)	-	3
Family Support	149	144
Kinship Care	1,271	194
Temporary Family Care	1,565	1,255
Vacation Care	20	20
Intensive Family Preservation Services	455	440
Universal Screening and Supports Western Sydney.	147	-
Youth Services	146	142
	3,753	2,198
Southern (Queanbeyan) Children's Family Centre		
Queanbeyan Family and Adolescent Counselling Service	170	165
Family Support	230	224
Gatherings	20	19
Brighter Futures – Cooma	226	219
Family Support and Accommodation	598	579
	1,244	1,206

Unaudited Barnardos Australia Supplementary Information to the Financial Statements for the Financial Year Ended 30 June 2019 (Cont.)

STATE GOVERNMENT SUBSIDIES (DETAILED) (CONT.)	2019 \$000's	2018 \$000's
Western (Orana Far West)		
Family First – Gilgandra	312	197
Family First – Wellington	158	157
Family Support – Mudgee	258	250
Early Intervention Program	957	923
Family Accommodation and Support	425	397
Disability Services	-	18
Adolescent Community Placement - out-of-home care	-	217
Intensive Family Preservation	383	371
Domestic Violence Response	311	334
Prison Parenting Program	182	142
Crisis and Short-Term Care	553	-
Kinship Care – out-of-home care	563	118
	4,102	3,124
South Coast Children's Family Centre		
Kids Time Playgroups	309	299
Barnardos Early Years Home Support Service (BEYHSS)	266	238
Bundaleer Child and Family Community Development	77	64
Temporary Family Care (Extended Families)	1,072	914
Substance Use In Pregnancy and Parenting Service (SUPPS)	502	493
Intensive Family Support Service (IFSS)	-	249
Extended Family Support	-	112
Kinship Care	596	380
Aboriginal Community Resource Project	95	97
Illawarra Family Referral Service	1,686	1,702
	4,603	4,548
Sydney Metro		
Temporary Family Care	932	701
Family Referral Services	2,769	2,706
Intensive Family Support Services	974	807
Aboriginal Early Years Project	320	355
	4,995	4,569
Youth Programs		
Post Release Option	292	200
Streetworker	286	351
	578	551
TOTAL SAFETY AND PREVENTION	25,910	22,715

Unaudited Barnardos Australia Supplementary Information to the Financial Statements for the Financial Year Ended 30 June 2019 (Cont.)

STATE GOVERNMENT SUBSIDIES (DETAILED) (CONT.)	2019 \$000's	2018 \$000's
PERMANENCY FOSTER CARE and OPEN ADOPTION		
Find-a-Family	16,976	18,807
Aftercare	12	-
Narang Bir-rong	3,322	2,732
Central Western	1,464	2,097
Gudjagang Ngara li-dhi (GNL)	819	989
Yuranha Walan	798	262
	23,391	24,887
TOTAL NSW GOVERNMENT SUBSIDIES	49,301	47,602
ACT GOVERNMENT SUBSIDIES		
SAFETY AND PREVENTION		
Canberra Childrens Family Centre		
Our Place (formerly YIEAP)	1,237	1,234
Barnardos Child, Youth and Family Services	605	581
Friendly Landlord Services (FY18 amalgamated with Our Place)	-	-
Intensive Intervention Services	956	917
Network Coordination Inner North Gungahlin	108	128
Youth Identified Accommodation Support Program	50	-
	2,956	2,860
ACT GOVERNMENT SUBSIDIES – out-of-home care		
ACT Together Consortium	38,437	35,116
TOTAL ACT GOVERNMENT SUBSIDIES	41,393	37,976

Unaudited Barnardos Australia Supplementary Information to the Financial Statements for the Financial Year Ended 30 June 2019 (Cont.)

WELFARE CENTRES EXPENDITURE (DETAILED)	2019 \$000's	2018 \$000's
SAFETY AND PREVENTION		
After Care	591	285
Auburn Children's Family Centre		
Domestic Violence	151	142
Family Accommodation and Support	580	518
Long Day Care	1,234	1,163
Sexual Assault	136	139
Family Support and Preservation	349	309
Kinship Care	80	710
Temporary Family Care	1,187	1,180
Youth Support	146	143
	3,863	4,304
Canberra Children's Family Centre		
Kids In Focus	124	166
Barnardos Child, Youth and Family Services	605	625
Intensive Intervention Services	959	939
Network Coordination Inner North Gungahlin	111	141
Our Place (formerly YIEAP)	1,533	1,500
	3,332	3,371
Penrith Children's Family Centre		
Disabled Adolescents Respite Enterprise (TEEPS)	734	769
Family Accommodation and Support (FAAS)	144	121
Family Support	468	259
Family and Community Violence	-	61
Kinship Care	1,068	274
Temporary Family Care	1,704	1,470
Vacation Care	299	289
Youth Services	285	333
Intensive Family Preservation Services	461	444
	5,163	4,020
Southern (Queanbeyan) Children's Family Centre		
Queanbeyan Family and Adolescent Counselling Service	307	305
Brighter Futures – Cooma	264	235
Queanbeyan Gatherings	109	81
Family Support	281	303
Family Accommodation and Support	601	588
	1,562	1,512

Unaudited Barnardos Australia Supplementary Information to the Financial Statements for the Financial Year Ended 30 June 2019 (Cont.)

WELFARE CENTRES EXPENDITURE (DETAILED) (CONT.)	2019 \$000's	2018 \$000's
South Coast Children's Family Centre		
Kids Time Playgroups	311	325
Barnardos Early Years Home Support Service (BEYHSS)	489	240
Bundaleer Child and Family Community Development	112	161
Temporary Family Care (Extended Families)	1,072	1,063
Home Interaction Program for Parents and Youngsters (HIPPY)	239	246
Substance Use In Pregnancy and Parenting Service (SUPPS)	503	500
Intensive Family Support Service (IFSS)	-	251
Extended Family Support	-	136
Communities for Children	1,298	1,562
Aboriginal Community Resource Project	133	121
Kinship Care	596	458
Wonwin Djura Koori Programme	-	221
Illawarra Family Referral Service	1,689	1,716
	6,442	7,000
Sydney Metro Children's Family Centre		
Temporary Family Care	920	815
Family Referral Services	2,770	2,720
Yurungai Child and Family Services	907	823
Yurungai Learning Centre	334	190
Aboriginal Early Years Project	415	414
	5,346	4,962

Unaudited Barnardos Australia Supplementary Information to the Financial Statements for the Financial Year Ended 30 June 2019 (Cont.)

WELFARE CENTRES EXPENDITURE (DETAILED) (CONT.)	2019 \$000's	2018 \$000's
Western (previously Orana Far West)		
Family Support	782	701
Family First – Wellington	200	186
Family First – Gilgandra	662	552
Home Interaction Program for Parents and Youngsters (HIPPY)	248	291
Disability Services	-	42
Prison Parenting Program	306	198
Early Intervention Program	1,058	1,053
Wellington Learning Centre	354	299
Adolescent Community Placement – out-of-home care	-	297
Crisis and Short-Term Care – out-of-home care	-	6
Kinship Care – out-of-home care	312	92
Network Communities – Wellington	387	-
Domestic Violence Response	603	346
Intensive Family Preservation	486	374
	5,398	4,437
Research, Development and Health Projects	657	941
Youth Programs		
Reconnect - Mudgee, Coolah and Rylstone	262	268
Reconnect - Wellington, Narromine and Gilgandra	273	252
Reconnect - Cobar, Warren and Nyngan	350	314
Reconnect - Marrickville and Canterbury	349	282
Post Release Option	328	243
Streetworker	289	379
	1,851	1,738
TOTAL SAFETY AND PREVENTION	34,205	32,570
PERMANENCY, FOSTER CARE AND OPEN ADOPTION		
ACT Together Consortium – current year expenditure	41,718	39,357
ACT Together Consortium – provision for onerous contract	(2,339)	5,863
Find-a-Family	18,597	18,448
Narang Bir-rong	3,327	2,748
Hunter Central Coast	6,145	4,928
Central Western	-	2,022
PERMANENCY, FOSTER CARE AND OPEN ADOPTION	67,448	73,366
TOTAL WELFARE CENTRES EXPENDITURE	101,654	105,936

Barnardos Australia Directory

CHAIR

Janett Milligan, BSc (Hons) (UNE), MBA (Sydney), GAICD

OTHER DIRECTORS

Bradley Cooke

Julia-Anne Davenport BA (Information Science) (University of Technology), GAICD

Sam Garland, CA, B.A. (Business Economics), (University of Leeds), Registered External Auditor (ASIC)

Rosemary Howard, MBBS (Hons), FRANZCP, Cert in Child Psych

Paul Ireland, B Eng (Sydney), B SocSc (Hons) (Sydney), MBA, CFA, Dip Adult Education

Abbey McKinnon, BA, LLB (Mon)

Stephen Mills BA (Hons) (Melbourne), MPA (Harvard), PhD (Sydney)

Jane Paskin, BA LLB (Hons) (UTS), GAICD, ASFA Accredited Investment Fiduciary

John Pittard, BSc. MAICD

Rhonda Stien, MBA, (Macquarie), Master Social Work (UNSW) BA Social Work (UNSW)

Fran Waugh, GradCertTeaching (HE)(Sydney), BSW (UNSW), PhD (Sydney)

EXECUTIVE OFFICERS

CHIEF EXECUTIVE

Deirdre Cheers, B Soc Stud Hons, Grad. Dip. Couns, MSW (Res), M Pub Admin, MAASW, GAICD.

EXECUTIVE MANAGERS

Safety and Prevention Metropolitan NSW	Melanie Andrews BA Social Work Hon, CIV Training and Assessment, Dip. Community Services, Cert Executive Coaching
Safety and Prevention Regional / Rural NSW and ACT	Kerry Moore, B.AppSc OT, BA Social Work, Ma.Public Admin
Out-of-home care NSW / ACT	Elizabeth Cox, B. Social Science, MBA.
Engagement Partnerships and Giving	Sarah Spence, B Edu, CIV Training and Assessment, M Adult Education and Business, Grad Dip. Marketing and Communications, M Business Management
People and Practice	Penny Hood, BA Arts (BA), Bachelor of Laws (LLB), Masters of Policy Studies (UNSW), Specialist Certificate, Implementation Science (Melb Uni).
Corporate and Financial Services	Patrick Kerlin, CA, B Bus, Grad. Dip.CSP, ACIS, MPS Social Work, MAICD.

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Barnardos
Australia