

# GOOD SHEPHERD SERVICES

England & Wales · Charity number 1165909

## Details

---

**Status** Registered

**Legal form** CIO

**Registered** 2016-03-07

**Register** [View on the Charity Commission register](#)

## Contact

---

**Address** 65 Waterloo Road  
Wolverhampton  
WV1 4QU

**Phone** 01902 399955

**Email** [admin@gsmwolverhampton.org.uk](mailto:admin@gsmwolverhampton.org.uk)

**Website** [gsmwolverhampton.org.uk](http://gsmwolverhampton.org.uk)

## Activities

---

**Objects:** THE PREVENTION AND RELIEF OF POVERTY FOR THE PUBLIC BENEFIT IN WOLVERHAMPTON AND SURROUNDING AREAS BY PROVIDING FOOD, OTHER ITEMS AND SERVICES TO INDIVIDUALS AND FAMILIES IN NEED.

**Activities:** Providing food, practical assistance and support services to meet the needs of people and families who are homeless and disadvantaged in and around Wolverhampton.

## Classification

---

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** The Prevention Or Relief Of Poverty
- **Who:** The General Public/mankind

## Geography

---

- Birmingham City
- Dudley
- Sandwell
- Shropshire
- Staffordshire
- Wolverhampton

## Finances

---

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£906,567	£893,845	£784,059	23
2023-12-31	£968,310	£939,665	£771,337	23
2022-12-31	£849,284	£803,184	£742,692	17
2021-12-31	£834,141	£517,140	£696,592	19
2021-03-31	£810,724	£572,300	£379,591	17

## Trustees

---

Name	Role	Appointed
Ashley Clews		2024-10-16
Jasdeep Dolphin		2026-03-13
John Frazer		2024-10-16
Lisa Carter		2024-07-26
Lynne Moran		2021-05-14
Paul Bytheway		2026-03-14
Vivienne Marjorie Brown		2018-11-27

**GOOD SHEPHERD SERVICES**

England & Wales - Charity number 1165909

---

# Accounts

---

# Annual Report

January - December 2024

[www.gsmwolverhampton.org.uk](http://www.gsmwolverhampton.org.uk)



# Contents

Reference & Administrative Information	3
Trustees' Report	4 - 10
Independent Examiners Report	11
Statement of Financial Activities	12
Balance Sheet	13
Statement of Cash Flow	14
Notes to the Financial Statements	15 - 20

# Reference and Administrative Information

## Good Shepherd Services CIO

### Principal Address

65 Waterloo Road  
Wolverhampton  
WV1 4QU

### Trustees Who Held Office During The Year

Br Malachy Brannigan - Term Ended 31st October 2024  
Vivienne Brown  
Lisa Carter - Appointed 26th July 2024  
Ashley Clews - Appointed 16th October 2024  
Hetty Dodd - Term Ended 31st October 2024  
John Frazer - Appointed 16th October 2024  
Jamie Green  
Jamie Mackrill  
Br Robert Moore - Term Ended 31st October 2024  
Lynne Moran  
Br Charles Searson  
Nigel Tinsley (Chair)

## Chief Executive

Tom Hayden CMgr FCMl

## Independent Examiner

Muras Baker Jones Limited  
Regent House, Bath Ave,  
Wolverhampton  
WV1 4EG

## Bankers

Lloyds Bank  
Queens Square  
Wolverhampton

Barclays Bank  
Lichfield Street  
Wolverhampton

# Trustees' Report

## Structure Governance & Management

The charity is registered as a Charitable Incorporated Organisation (CIO) and operates under the Constitution registered with the Charity Commission in October 2021.

The Trustees possess diverse skills and experience relevant to our work and convene at least four times annually to ensure the charity fulfils its responsibilities. A subcommittee, led by the Chair of Trustees, meets quarterly to review finance, fundraising, and contracts.

In 2024, an open Trustee recruitment process was conducted to enhance the Board with additional expertise. Trustee vacancies were advertised on our website, social media, and through the local council for voluntary services. We successfully appointed three new Trustees, each bringing significant experience alongside specialised skills in finance, safeguarding, and health and safety.

Twelve Trustees were in office during the year, with day-to-day management of the charity assigned to the Chief Executive and management team. During this period, the terms of three Trustees concluded. We extend our sincere gratitude to Br. Malachy Brannigan, Hetty Dodd, and Br. Robert Moore for their dedicated service over the past six years.

Our Chief Executive is a Chartered Manager and Fellow of the Chartered Management Institute (CMI) with 17 years of experience in the third sector. A Finance Manager and Operations Manager make up the senior leadership team.

## Our Purposes & Activities

The Good Shepherd has been working alongside people in Wolverhampton and the surrounding areas since 1972. Our core values are hospitality, compassion, and respect. We recognise each person's dignity and potential for growth, and we deliver services in a person-centred way. Our mission is to end homelessness, support recovery, and create pathways out of poverty.

### Our key strategic goals are:

- To be a provider of quality care and support driven by our values
- To be a trusted and responsible employer
- To be an innovative and dynamic charity
- To remain a strong and financially viable charity

## Our Work

In 2024 we saw a sustained demand for our services and assisted 1,387 individuals through the Good Shepherd projects, a slight increase compared to 2023. The three most common reasons for accessing our services were low income/food insecurity, rough sleeping, and experiencing or being at risk of homelessness.

We've developed our service offer to more effectively address the needs of individuals seeking assistance from Good Shepherd. Besides providing crisis support, we now offer various projects aimed at early intervention to prevent homelessness and destitution, such as the housing advice service. Our recovery services to support people recovering from addiction, poor mental health, and/or homelessness have also expanded, with additional structured groups and meaningful activities introduced in 2024. Furthermore, a pilot program was initiated to test our new recovery and wellbeing intervention, "Building My Recovery".

More than half of our staff team at all levels of the organisation have lived experience of homelessness, addiction, or poor mental health, and we offer a range of opportunities for people including the Lived Experience into Action Project (LEAP), and our structured service user volunteering programme.

Lived experience has remained at the heart of our work and in 2024 we trialled different ways of capturing and sharing people's experience and stories to inspire hope, improve services and influence decision makers. This included a hugely successful art project co-produced with people in recovery and creating a film highlighting people's experiences of homelessness and health.

We continued to host our service user engagement forum HOPE which went from strength to strength in 2024. Forum membership is open to anyone accessing the Good Shepherd and the group meet monthly on the last Friday of the month.

In 2024 forum members contributed to reviewing the local authority homeless prevention strategy and helped gather feedback for the Women and Rough Sleepers Consensus, and Homelessness Health Needs Audit. We also delivered inspirational talks and recovery stories at events for the Black Country Integrated Care Board (ICB), Jobcentre, and for local businesses.



# Good Shepherd Actions all projects snapshot 2024

## Number of people who accessed our services



Individuals / Single **1,153** | Families **234**

### FOOD SERVICE



**21,887**

Hot Meals



**2,033**

Family Pantry Visits



**6,665**

Food Parcels

### GROUPWORK



Art & Creativity Sessions **285**



Women's Group **107**



Structured Groupwork **116**

### INTERVENTIONS



**99**

Gained Accommodation



**31**

Prevented Homelessness



**117**

Started Training / Education



**49**

Increased Digital Inclusion



**20**

Started Volunteering



**116**

Engaged in Group Work / Meaningful Activity



**54**

Better Management of Physical & Mental Health

### OUTCOMES



Casework Sessions **5,354**



External Referrals **493**



Housing Advice **953**



Employability Training & Education **140**



Groups & Activities **159**



Support With Debt **54**



Support With Physical Health **306**



Support With Mental Health **512**



Benefit Advice **492**

"At the Good Shepherd, they understand. They don't judge me there is a trust between us and I know now what support I can get."

"I have a purpose now, and a motivation...and look forward to the day ahead with optimism for the future."

"The Good Shepherd has given me a new start, and given me hope, and that's so important when you haven't had any before."

## Ending Homelessness

More than a third of the people who accessed the Good Shepherd in 2024 were experiencing homelessness and just under 200 of those were street homeless at point of registration. We offer a variety of practical support including showers, laundry facilities, clothing provision, and advice on securing accommodation. Three days a week we run a day centre and multiagency hub for people experiencing homelessness and poverty. Located at our Waterloo Road building, the hub brings together a diverse range of services under one roof, ensuring that those who seek our assistance can access the help they need in a secure and welcoming environment.

Our partners include the Sexual Health team, Hepatitis C and Tuberculosis Nurses from New Cross Hospital, Drug and Alcohol workers, a local men's mental health peer support group, a dental nurse, a barber/hairdresser, IT class providers, and the Black Country Healthcare NHS Trust Recovery College, which rents space next door.

After five years of providing the Housing First service in Wolverhampton we made the decision to stop delivering the service due to a reduction in the available funding. The contract was transferred to a new provider in April 2024, but the team delivering the service was retained and transitioned to new projects, including mental health and wellbeing, street homelessness, housing advice, and tenancy support.

During the five years we delivered Housing First the project housed 52 individuals with a long history of street homelessness and multiple disadvantages, offering intensive support and achieving positive outcomes.

## Street Homelessness

Our outreach workers engage with individuals sleeping rough in Wolverhampton, building relationships and providing essential support. Our team works closely with partners across the city to join up support and help people navigate the homelessness pathway. This holistic approach ensures that people who are street homeless receive the assistance they need to improve their circumstances and work towards their individual goals. We also provide practical support including a hot cooked breakfast, shower and laundry facilities, and access to new clothing.

## Housing Advice

Our housing advice service provides one-to-one support, drop-ins, and groupwork to help prevent people from becoming homeless, help them challenge unfair evictions, find new accommodation, and learn skills to manage and maintain a tenancy. Our housing advice services are

tailored to meet the unique needs of each individual, providing personalised guidance and support every step of the way.

We offer workshops on tenant rights, budgeting, and maintaining a safe and healthy home environment. Additionally, we collaborate with local landlords and housing associations to increase the availability of affordable housing options for those in need. Our goal is to empower individuals with the knowledge and resources they need to achieve long-term housing stability and independence.

## Accommodation for Ex Offenders (AfEO)

The AfEO programme supports individuals who have recently been released from prison into good quality affordable private sector accommodation, then provides floating support and interventions to improve tenancy sustainment. The programme is on target to house 30 people by the end of March 2025.

**"Everything started to fall into place, I even have my first bank account in nine years, and I now have my own accommodation. Without the Good Shepherd, I really think there is a chance I would either be dead or in prison for life."**

**Aaron - AfEO Project**

## Supporting Recovery

At the Good Shepherd, we are dedicated to the principles of recovery. We design and deliver our services to support individuals in their recovery and help them achieve their personal goals. While the recovery model is predominantly utilised in mental health and substance misuse services, we have found that its principles are also effective in aiding recovery from various disadvantages, including homelessness.

**We use the CHIME recovery framework to understand and explain recovery:**

**C**onnectedsness

**H**ope and optimism about the future

**I**dentify

**M**eaning in life

**E**mpowerment


Recovery continues to be a key theme in our work and in 2024 we expanded the range of groups we deliver that


contribute to improved mental health and wellbeing. In 2024 we facilitated 159 groupwork sessions and activities with 116 people attending. Our groups include structured sessions to learn skills like cooking, budgeting, and managing emotions, alongside meaningful activities like fishing, boxing, and unstructured peer support groups.

### LEAP - Lived Experience into Action Project

Lived Experience into Action Project (LEAP) helps prevent homelessness and activates lived experience by training people with personal experience of homelessness, addiction, and/or poor mental health to become Peer Navigators. LEAP has been active for two years and has gone from strength to strength during that time. A few highlights from the LEAP team in 2024 include:

**In 2024 the LEAP Peer Navigators:**



 Delivered <b>910</b> interventions	 Worked alongside <b>70</b> individuals	 Supported <b>12</b> people into permanent accommodation
 <b>6</b> Navigators completed a Diploma in Adult Health & Social Care	 <b>1</b> Navigator started a full-time University placement in Graphic Design	 <b>4</b> Navigators secured employment within the Health & Social Care sector

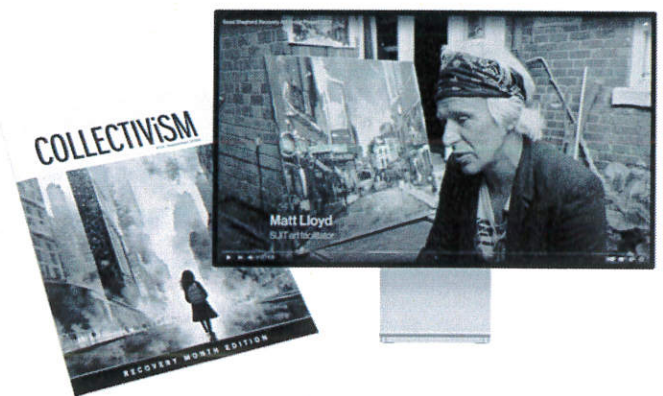
### Art & Creativity

In 2024, we embarked on one of our most ambitious arts projects to date. With funding from the Arts Council, we conducted a nine-month initiative that engaged our service users through workshops with local artists. This project culminated in a large-scale, multi-disciplinary exhibition at Newhampton Arts Centre and a takeover of Wolverhampton Art Gallery.

The work focused on the theme of recovery from mental health issues, addiction, and homelessness, coinciding

with Recovery Month 2024. We collaborated with key partner agencies to run themed workshops aimed at the recovery community, our service users, families affected by addiction, and the general public. The project highlighted both the celebration of recovery and the challenges and achievements faced along the way.

Working with professional artists allowed our service users to develop new skill sets, and the resulting work was professionally curated. Additionally, an accompanying magazine and film were co-produced with the group, further showcasing the project's impact and reach.



Read the Collectivism magazine [here](#)

### Building My Recovery

Building My Recovery (BMR) is a recovery programme currently under development at the Good Shepherd. The primary objective of the workbook is to enhance mental health and wellbeing, supporting individuals in building their social and recovery capital.

This programme is created by individuals with lived experience and is delivered by professionals with assistance from Peer Navigators. The workbook is being co-produced with contributions from our Lived Experience into Action Project (LEAP) team and professionals with lived experience.

BMR incorporates a variety of psychosocial interventions, recovery tools, and general advice aimed at improving overall wellbeing. It emphasises encouraging participants to seek additional forms of support, engage in meaningful activities, and connect with their community.

The first group commenced in December 2024 and will conclude in March 2025. Participant feedback will be collected to inform the completion of the final draft of the workbook/programme. Additionally, we will identify and train Building My Recovery champions from the LEAP team and service user forum to deliver peer support elements for the subsequent cohort.



## Pathways Out Of Poverty

#Itstartswithameal

The demand for our food services continued throughout 2024. We were able to meet this need due to the support from various food partners and businesses, in addition to donations from the local community, including contributions during Harvest and Christmas. Securing funding for our food services is becoming increasingly challenging, and we depend on donations and support to maintain these critical services. The catering team at Wolves FC has once again played an essential role in this effort, with notable contributions from their Head Chef, Luke Hitchins, and his team.

### Dining Service

The dining service offers hot meals made from a combination of food waste, donations, and purchased items. This service is free for individuals experiencing poverty within our city, providing them with nutritious meals in a welcoming environment.

### Family Food Pantry

A free-to-access 'shop' designed for disadvantaged families. Currently, we support up to 60 families per week, allowing them to access essential food items, household necessities, and basic advice or signposting to other relevant services.

### Central Community Shop

A new membership model community shop based at the Queen's Building near Wolverhampton bus station, where people can purchase heavily subsidised food and household items. The project was launched in partnership with the Wolves Foundation and Wolverhampton City Council and is part of the network of community shops set up to address food insecurity and improve financial wellbeing.

Advice and guidance is also available, and the shop acts as a progress route for people accessing our free

to access food services, and a buffer to help people struggling before they reach crisis point.

### Structured Volunteer Programme

Our Structured Volunteer Programme is for people at the early stages of their journey and is designed to give them the skills and confidence to take the first steps towards getting into training or employment. Volunteers gain hands-on experience in our dining services and Family Food Pantry, with ongoing support to build essential skills like teamwork, communication, and customer service.

By the end of the placement, participants have the skills and confidence to pursue further training or employment. The success of our Structured Volunteer Programme is evident in the numerous success stories of individuals who have transitioned from volunteering to paid employment, both within our organisation and in the broader community.

### Highlights From The Year

#### The Queen's Building Launch

In January 2024 to kick start the year we officially launched an innovative project in partnership with the Wolves Foundation and the City of Wolverhampton Council which transformed the historic Queen's Building into the Central Community Shop and 'Pomegranate' Café. This project was supported by the UK Shared Prosperity Fund, and through a grant from St John of God Hospitaller Services UK (SJOG UK) to kick-start Pomegranate.

By offering high-quality coffee, food, and a unique dining experience, Pomegranate Café plays a crucial role in raising funds for the Good Shepherd's free food and advice services. The Café also offers paid employment opportunities for individuals with lived experience of homelessness, mental health issues, or financial exclusion. The first lived experience role was recruited in November this year and in 2025 we will be further developing the training and employability pathway.

### Robert Plant Becomes Good Shepherd Patron

A real highlight of 2024 was legendary singer-songwriter Robert Plant becoming a charity patron of the Good Shepherd. Plant, renowned for his work with Led Zeppelin and his solo career, brought significant attention and support to our mission. With his backing, we launched a new trainee scheme which created two paid roles for individuals with lived experience of homelessness.

The first two trainees, Donna Grosvenor and Vicky Mosedale, began their journeys with the Good Shepherd, working towards their NVQ Level 3 in Health and Social Care. Their progress has been a testament to the power of recovery and the positive impact of providing structured support and opportunities.

Robert has actively participated in events and used his platform to raise awareness about Good Shepherd's initiatives and events. His contributions have not only helped in fundraising efforts but also in broadening the reach of our message and attracting a wider audience.

*"I now have a purpose, I feel good and fulfilled, and when I walk away from the Good Shepherd at the end of the day, I am smiling."*

Donna - Trainee Keyworker



### Recovery Month Exhibition

The Good Shepherd organised an exhibition at the Newhampton Arts Centre to mark Recovery Month 2024. The exhibition featured work produced by people at various stages of their recovery journeys and was the culmination of a 9 month project funded by the Arts Council. It showcased their talents in painting, sculpture, and multimedia installations, as well as the transformative power of art in the recovery process. The event was

attended by almost 200 guests, including local dignitaries, and highlighted the power of community spirit and creative expression in recovery.

The exhibition was part of a broader initiative to celebrate recovery that included a range of workshops led by local artists and culminating in the "Friday Night Lates" event at the Wolverhampton Art Gallery. These events provided an opportunity for the public to engage with the artwork and hear personal stories of recovery.



### Wolverhampton Win UK Recovery Walk 2025

Good Shepherd led on a bid to host the Faces and Voices of Recovery UK (FAVOR UK) National Recovery Walk alongside SUIT and supported by the local authority and



Recovery Near You. Wolverhampton was selected to host the 17th UK Recovery Walk in 2025, thanks to over 6,000 community votes. The event celebrates recovery from drug and alcohol addiction, bringing together thousands of people for a public parade and celebration. The Good Shepherd and SUIT will work with partners and community groups to organise the event, highlighting the city's commitment to recovery and well-being.

### Our Team

Our staff and volunteers are invaluable, and we ensure they feel valued and supported with access to training and development. Annually, we organise a staff 'away day' for team-building and shared activities. This year's event included reflections on our vision and values, workshops on delivering our mission, and team-building activities.

We support health and wellbeing year-round through initiatives like regular staff meals together, an extra day off on birthdays, rewards such as Time Off in Lieu or a free meal from a monthly draw, and more. Additionally, we provide access to an employee health scheme via Paycare, offering benefits in dental, medical treatment, and wellbeing support.

In November 2024, we conducted a staff culture survey facilitated by an external provider to gather feedback from our team across seven key themes. The team was asked 40 questions related to their employment at Good Shepherd. The survey was anonymous, and participants had the option to add open text comments alongside the standardised questions.

We achieved a 65% response rate, and the results were overwhelmingly positive. The team provided us with an Employer Net Promoter Score (eNPS) of 71, which is considered exceptional.

Culture Survey Theme	Percentage
Values	94%
Mission & Vision	99%
Leadership	97%
My Manager / Supervisor	90%
Sense of Inclusion	91%
Work Life Balance	92.5%
Operational Effectiveness	89%

**Staff Comments**

"A caring and compassionate service which never judges anyone and gives people chances."

"Most friendly and welcoming service that I have ever worked for and they care for the wellbeing of staff."

"I think this is a brilliant organisation to work for and they deliver what they say they are going to do."

Volunteers form a crucial part of our organisation bringing a wealth of skills and knowledge to the Good Shepherd. In 2024, we were fortunate to be supported by over 60 individuals who regularly volunteered, ten service user volunteers, six LEAP Peer Navigators and 154 corporate volunteer visits. Collectively they contributed nearly 10,000 hours of their time to support our work. We are extremely grateful to our team of volunteers and to everyone that gives up their time to be involved with our work.

Our new Volunteer Coordinator began their role in June 2024 and has been focusing on enhancing the volunteering experience. This includes adding

more structure and support, providing more training opportunities, and recruiting a diverse range of volunteers by promoting the opportunities in new venues and organisations.

**VOLUNTEERING**



**Ambassadors**

**Photographer Snapped Up As New Ambassador**

Professional photographer Stuart Manley was named the Good Shepherd's latest ambassador in 2024. Stuart has supported the charity for over a decade with his photography, helping to raise awareness and supporting fundraising campaigns. His work at JASK Creative, a leading creative campaigns agency based in Solihull, includes photographing some of the biggest sports stars in the world. JASK are also long-term supporters of the Good Shepherd's work to end homelessness, support recovery and create pathways out of poverty.



Stuart joins the team of Good Shepherd ambassadors comprising former Wolves and Nigeria goalkeeper Carl Ikeme, Wolverhampton comedian Jack Kirwan, soul singer/songwriter Jaki Graham, broadcaster Natalie Graham, and the Archbishop of Birmingham, The Most Reverend Bernard Longley.

## Media Coverage

In 2024, The Good Shepherd received positive media coverage from local outlets like Express & Star and Wolves Community Radio (WCR), regional media such as BBC WM, BBC Midlands Today, and Global Radio, and national coverage including a Guardian interview with Trainee Key-worker Donna and a Sky Sports' feature on the Molineux Sleepout.



## Financial Review

In 2024, our operating surplus from charitable activities was £12,722. Despite conservative estimates due to economic uncertainty, our fundraising income was £57,741 higher than the previous year thanks to ongoing support from individuals and organisations.

Our reserves policy requires that we aim to have enough Net Current Assets to cover six months of costs. We currently have enough Net Current Assets to cover just over 4.5 months of costs, which the Trustees consider adequate, whilst striving to increase this through increased fundraising activity and stringent reviews of expenses.

Our income strategy aims for a balanced mix: one-third from statutory sources, one-third from fundraising and donations, and one-third from grants and other sources. This balance was roughly achieved in 2024 and a similar forecast for 2025 has been budgeted, with a slight increase in statutory income.

Raising funds from trusts and foundations remains very competitive. Short-term statutory funding and local authority financial pressures highlight the need for diversified income streams, although the announcement made by the government around additional funding to address homelessness will have a positive impact for the sector.

We are continuing to explore ways to generate income through the Pomegranate social enterprise café, renting space in our building, and in 2025 will be developing trading activities through Good Shepherd Trading Limited.

## Events and Fundraising

Thanks to a donation from the Hospitaller Service Group (HSG) we were able to recruit a new Fundraising Manager post to lead on fundraising, grants and partnerships, and 2024 saw a variety of events to raise awareness of the Good Shepherd's work and bring in donations. Our own team undertook some epic physical challenges, and we had wonderful support from individuals and corporate partners who organised their own challenges and events.

### Miles into Meals

In June, Operations Manager Lee Smith undertook an eight-hour fitness marathon to raise funds for the Good Shepherd. Joined by colleagues Molly and Donna and ambassador Carl Ikeme the 'Blaze-athon' fundraiser took place at David Lloyd Health Club, involving successive sessions of the Blaze workout. The event was part of the Miles into Meals fundraising campaign and Lee's incredible efforts raised over £2,000.



Also taking part in 'Miles into Meals' was Ade Doughty. Marking his 50th year, Ade completed over 200 miles through walking, cycling, and open water swimming within a month. Initially setting a target of 100 miles, Ade doubled his goal and faced numerous challenges like injuries, fatigue, and bike issues. Supported by five friends who also contributed to the mileage, Ade managed to surpass his £2,000 fundraising target, raising an incredible total of £3,102.



This year, CEO Tom, Key Worker Paul, Fundraising Manager Lucy and Good Shepherd Ambassador Stuart challenged themselves with a 'Malverns Mission', aiming to walk the equivalent of two marathons over two consecutive days in the Malvern Hills. Their toughest challenge yet, the team surpassed their 52 mile target and raised over £1,000 in the process.

### Cleveland Arms

The team at the Cleveland Arms have been long standing supporters of our work. This December, they once again demonstrated their commitment to our cause by hosting a series of fantastic events that brought the community together and raised vital funds for the Good Shepherd.

The venue welcomed former goalkeeper Mark Crossley for an engaging night of conversation, sharing stories from his illustrious career. This was followed by a hilarious evening with Clinton Baptise and friends, which had everyone in stitches. Both events were resounding successes, thanks to the generosity of the attendees.

We are delighted to announce that these events raised nearly £3,000, which will go a long way in supporting our mission. We extend our thanks to the Cleveland Arms and performers for their continued dedication and to everyone who participated and contributed.

### A 'Grand' Act Of Kindness

Theatrical Lydia, a Wolverhampton-born theatre fan, collaborated with the Grand Theatre and the musical 'Come From Away' to support the Good Shepherd. Lydia organised acts of kindness in cities where the musical toured, inspired by a friend's legacy. The initiative encouraged theatregoers to donate items and financial support to charities and the Good Shepherd was the chosen charity for the musicals stop in Wolverhampton. Donations included new clothes and toiletries and £2275 was raised in financial donations.

### Molineux Sleepout 2024



The Molineux Sleepout, returned in 2024 with hundreds of participants spending a cold November night at the stadium, united in their mission to raise awareness and vital funds for the Good Shepherd and Wolves Foundation. The event, now in its sixth year, has raised over £250,000 in total to support the two charities work.

The event featured inspiring speeches from individuals who had directly benefited from the Good Shepherd's services, sharing their personal journeys from homelessness to stability. Local businesses and community groups played a significant role, contributing donations and resources to ensure the success of the night.

### Park Run

The Good Shepherd and the Pomegranate Café participated in Wolverhampton's Park Run, coinciding with the 20th anniversary of the Park Run movement. Staff, volunteers, and Trustees engaged in the event to raise awareness of the café's services, offering refreshments and discount vouchers to participants. Proceeds from Pomegranate Café support the Good Shepherd's free-to-access services.

Later in the year, the team from Crosby Training, long-standing supporters of Good Shepherd, also took part in Wolverhampton's Park Run, making a financial donation to the Charity for every member of the team that took part.

We continue to be overwhelmed by all the wonderful ways that supporter choose to advocate for the vital work of Good Shepherd in both awareness raising and generating funds. Whether it's a cake sale or a dragon boat race, a sponsored walk or a family fun day, we remain truly grateful.

### Future Activities

In 2025 we will start work on our new strategic plan for 2026-2029, which will be co-produced with people that use our services, our team, and key stakeholders. One of our goals is to improve the organisation's use of technology, including an Artificial Intelligence (AI) pilot project, while also strengthening safeguarding and equality, diversity, and inclusion (EDI) measures.

Building on the success of the HOPE Forum, we will seek creative ways to involve people with lived experience and use their stories to shape and improve systems and services. This will include engaging with partners to explore cross-sector collaboration to improve pathways and patient experiences for those experiencing homelessness and health issues. In 2025 we will be launching our video "Treat us with Compassion - Homelessness and Health," which includes lived

experiences highlighting the impact of homelessness on physical and mental health and the challenges of accessing healthcare.

We're excited to work with FAVOR UK, SUIT, Wolverhampton City Council and Recovery Near You to successfully deliver the Recovery Walk 2025 ensuring it becomes the best possible celebration of recovery and showcases the communities and people that make the city special.

In February 2025 we will finish the first group and evaluate the Building My Recovery pilot project. Using the feedback from participants we will finalise the programme and start work on the accompanying workbook. Alongside this we will develop more groups that support recovery from mental health, addiction, and trauma.

Using the learnings from AfEO and the street homelessness project we will expand our services supporting those experiencing homelessness, including prevention efforts, private rented sector (PRS) work, and a new test-and-learn partnership project providing accommodation and immigration advice.

We plan to expand our community shop model and explore the possibility of opening another shop. Additionally, we will continue to develop the training and employability pathway at Pomegranate, finding ways to increase its community impact. Our new employability project, funded by Albert Gubay, will include a specialist employability worker who will lead a structured volunteer programme for service users, provide in-house employability support, and assist individuals in securing and maintaining meaningful employment.

### Reserves Policy

In 2024, Trustees reviewed the reserves policy and assessed the main risks. Our policy ensures enough Net Current Assets to cover six months of operating costs. They confirmed the policy is adequate to maintain services if funding decreases or stops unexpectedly.

### Public Benefit

The Trustees have adhered to the obligations outlined in Section 17 of the Charities Act 2011 and have considered the Charity Commission's general guidance on public benefit in the course of reviewing our aims and objectives for the year. The Trustees evaluate how proposed activities will align with and contribute to the established aims and objectives.

### Related Parties

Good Shepherd Services is a Charitable Incorporated Organisation (CIO) and registered charity that originated from the efforts of the Little Brothers of the Good Shepherd in Wolverhampton. In 2021, St John of God Hospitaller Services (SJOG), a UK charity (1108428), became the sole member of Good Shepherd Services, making us a wholly owned subsidiary but with an independent board of Trustees, our own accounts, and the autonomy to set our own strategic direction and make our own operational decisions. SJOG provides support when needed to help us achieve our charitable objectives, allowing us to leverage their considerable expertise and experience.

None of our Trustees receive remuneration or other benefits from their involvement with the charity. Any connection or contractual relationship between a Trustee or senior manager of the charity and a related party must be disclosed to the full board of Trustees in accordance with our conflicts of interest policy. In the current year, no such related party connections were reported.

Nigel Tinsley



30<sup>th</sup> April 2025

# Independent Examiner's Report to the Trustees of Good Shepherd Services

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31st December 2024 which are set out on pages 15 to 23.

## Responsibilities & Basis of Report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

## Independent Examiner's Statement

I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed \_\_\_\_\_



Oliver Ross  
F.C.A.

Muras Baker Jones Limited  
Regent House  
Bath Avenue  
Wolverhampton  
WV1 4EG

Date \_\_\_\_\_

30 April 2025

## Statement of Financial Activities

### Year ended 31st December 2024

	Note	Unrestricted Funds	Restricted Funds	Restricted Capital Funds	TOTAL	31.12.23
<b>INCOME</b>						
<b>Donations</b>						
General donations	2	262,014			262,014	204,273
<b>Charitable Activities</b>						
Grants and contracts	3	323,433	294,097		617,530	747,130
Miscellaneous income		27,023			27,023	16,906
		<b>612,470</b>	<b>294,097</b>		<b>906,567</b>	<b>968,309</b>
<b>EXPENDITURE</b>						
<b>Charitable Activities</b>						
Food and client support	4	592,667	244,657		837,324	512,140
Property depreciation				12,000	12,000	12,000
Fundraising and PR		43,166			43,166	28,610
Governance		1,355			1,355	1,420
		<b>637,188</b>	<b>244,657</b>	<b>12,000</b>	<b>893,845</b>	<b>939,664</b>
<b>NET INCOME</b>						
Transfers between funds		-24,718	49,440	-12,000	12,722	28,645
Other recognised gains/losses		-24,718	49,440	-12,000	12,722	28,645
<b>Net Movement in Funds</b>		<b>-24,718</b>	<b>49,440</b>	<b>-12,000</b>	<b>12,722</b>	<b>28,645</b>
Funds brought forward		506,963	18,374	246,000	771,337	742,692
<b>TOTAL FUNDS</b>	<b>12</b>	<b>482,245</b>	<b>67,814</b>	<b>234,000</b>	<b>784,059</b>	<b>771,337</b>

All income and expenditure is from continuing operations

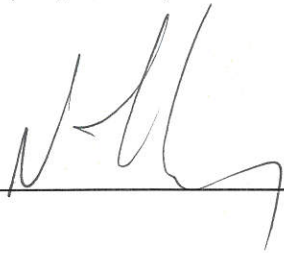
# Balance Sheet

## as at 31st December 2024

	Note			31.12.23
<b>Fixed Assets</b>				
Tangible Fixed Assets	9		569,403	579,543
<b>Current Assets</b>				
Debtors	10	37,934		59,439
Cash at bank		418,276		374,203
		<b>456,210</b>		<b>433,642</b>
<b>Creditors</b>				
Amounts falling due within one year	11	-121,554		-86,848
<b>Net Current Assets</b>			334,656	346,794
<b>Creditors</b>				
Amounts falling due in more than one year			-120,000	-155,000
<b>Net Assets</b>			<b>784,059</b>	<b>771,337</b>
<b>Funds</b>				
Restricted funds	12		67,814	18,374
Designated funds			23,4000	246,000
Unrestricted funds			482,245	50,6963
			<b>784,059</b>	<b>771,337</b>

Signed by Nigel Tinsley on behalf of the Trustees

Signed



Date

30<sup>th</sup> April 2015

## Statement of Cash Flows

### Year ending 31st December 2024

		<b>31.12.23</b>	
<b>Cash Flows From Operating Activities</b>			
Net income		12,722	28,645
<b>Adjustments For</b>			
Depreciation of tangible fixed assets	21,174	20,697	
Increase/decrease in debtors	21,505	-2,071	
Increase/decrease in creditors	34,706	11,849	
		77,385	30,475
<b>Net Cash Provided by Operating Activities</b>		<b>90,107</b>	<b>59,120</b>
<b>Investment Activities</b>			
Purchase of Fixed Assets		-11,034	-9,138
<b>Cash Flows from Financial Activities</b>			
Repayments of borrowings		-35,000	-35,000
Net increase/decrease in cash		44,073	14,982
Cash at beginning of year		374,203	359,221
<b>Cash at End of Year</b>		<b>418,276</b>	<b>374,203</b>

# Good Shepherd Services CIO

## Notes to the Financial Statements

### for the year ending 31st December 2024

#### 1. Accounting Policies

- a. Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received. Gifts in kind are valued at their estimated value to the project and included under the appropriate headings.
- b. Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. Where it is not possible to value the goods or services, such as volunteer time or donated goods, the accounts do not include them. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them.
- c. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- d. Restricted funds are to be used for the specified purpose as laid down by the donor. Expenditure which meets these criteria is identified to the fund.
- e. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- f. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.
- g. Alterations to leasehold premises are written off in full in the year in which they are incurred.
- h. Fixed assets are for use by the charity in fulfilling its main charitable objectives and are capitalised and depreciated. Depreciation is provided on all fixed assets at rates calculated to write off the costs of each asset over its estimated useful life at the following rates:

Equipment	33% per annum - straight line basis
Freehold Property	2% per annum - straight line basis
Motor Vehicles	33% per annum - straight line basis
Computers	33% per annum - straight line basis

#### 2. Donations

	Unrestricted	Restricted	31.12.23
Churches and faith-based giving	8,448		16,286
Gift Aid recovered	23,081		19,167
Community shop	45,679		
Legacies	23,516		10,906
Wolves Sleep out	24,921		27,131
Individual giving	97,834		93,496
Companies and organisations	38,535		37,287
	<b>262,014</b>		<b>204,273</b>

### 3. Income from Charitable Activities

	Unrestricted	Restricted	31.12.23
<b>Contracts</b>			
Black Country Health Care NHS Trust		0	11,350
W. Midlands Combined Authority	2,125		-
City of W'ton Queens Building Project			174,780
Housing First	43,560		143,421
RMC Wider Determinants Project	56,601		-
AFEO	37,646		60,746
City of Wolverhampton service grants	153,501		101,588
	<b>293,433</b>	<b>0</b>	<b>491,885</b>
<b>Grants</b>			
Adint Trust	10,000		
Alternative giving			1,750
Anonymous		30,000	
Arts Council		23,437	
Big Give Trust		2,621	
Clemence		4,724	
Co-op Community Fund			2,303
Dudley Building Society		2,500	
PB Dumbell			290
Eveson Charitable Trust		10,000	10,000
Edward Gosling			5,000
Alex Ferry Foundation			2,500
Albert Gubay		475	
Lottery Cost of Living Grant		11,573	20,129
Mayor's Ward Fund			1,000
Millie's Watch	15,000		5,000
Monday Charitable Trust			2,595
Nationwide			46,000
Neighbourly(Lidl)			6,000
Oak Foundation		5,0121	52,661
Rausing Foundation			40,000
Tudor Trust		33,333	33,333
Roger Douglas Turner Trust	5,000		5,000
Sainsburys Neighbourly			1,500
St John of God Hospitaller Services Group - Better Lives		14,250	
St John of God Hospitaller Order Ireland		35,000	35,000
St John of God Hospitaller Services UK		65,000	
Sports England			1,700
Garfield Weston			25,000
Wolves Foundation Feed our Pack		25,000	
W'ton Voluntary Sector Council			840
Grants £1000 and under		2,321	
	30,000	310,355	29,7601
less: deferred to future periods		-82,222	-65,964
add: deferred from previous periods		65,964	23,608
	<b>30,000</b>	<b>294,097</b>	<b>255,245</b>
<b>Total grants and contracts per SoFA</b>	<b>323,433</b>	<b>294,097</b>	<b>747,130</b>

#### 4. Food & Client Support

	Food	Client Support	Total	31.12.23
Salaries	96,415	379,479	475,894	464,374
Depreciation	6,724		6,724	3,404
Training	469	3,547	4,016	1,503
Volunteer expenses	299	4,129	4,428	4,288
Equipment costs	1,160		1,160	2,193
Cleaning and waste disposal	4,790	678	5,468	8,502
IT costs	702	5,861	6,563	5,157
Community shop Insurance		1,215	1,215	
Food costs	14,780		14,780	1,1251
Client welfare		113,328	113,328	31,565
Property costs	2,756	16,400	19,156	4,424
Disposable items	2,405	415	2,820	3,684
Waste disposal	3,713	66	3,779	
Utilities	8,454	4,109	12,563	29,835
Motor and travel expenses	4,422		4,422	6,081
Telephone	770	10,661	1,1331	8,106
Support costs	25,289	99,535	124,824	96,710
	<b>173,148</b>	<b>639,423</b>	<b>812,571</b>	<b>681,077</b>
Major property renovation			<b>24,753</b>	<b>216,557</b>
Total Food and client support			<b>837,324</b>	<b>897,634</b>

#### 5. Support Costs

		31.12.23
Salaries	107,660	73,058
Depreciation	2,450	5,293
Training	1,498	841
Property costs	0	2,212
Utilities	520	1,029
IT costs	2221	2,425
Stationery	226	350
Insurance	5,279	4,690
Telephone	2,072	2,607
Other costs	2,898	4,205
	<b>124,824</b>	<b>96,710</b>

Property costs are allocated on the basis of space used  
 Support costs are allocated on the basis of staff numbers

## 6. Net Income/Expenditure

<b>Net Income /expenditure is shown after charging:</b>		<b>31.12.23</b>
Depreciation - owned assets	21,174	20,597
Independent examiners fee	1,260	1,420
Trustee expenses	95	NIL

## 7. Trustees' Remuneration & Benefits

One trustee was reimbursed expenses of £95 (2023 - NIL)

## 8. Staff Costs

		<b>31.12.23</b>
Salaries	529,055	486,957
Pension contributions	10,243	9,183
Social Security costs	44,256	41,292
	<b>583,554</b>	<b>537,432</b>

The number of employees receiving more than £60,000 was NIL (2022 - NIL)

The average number of staff employed was 23 (2023 - 23)

## 9. Tangible Fixed Assets

	Equipment	Computers	Freehold Property	Total
<b>COST</b>				
At 1st January 2024	18,773	28,002	600,000	646,775
Additions	11,034			11,034
Disposals				0
<b>As at 31st December 2024</b>	<b>29,807</b>	<b>28,002</b>	<b>600,000</b>	<b>657,809</b>
<b>DEPRECIATION</b>				
As at 1st January 2024	12,681	25,551	29,000	67,232
Charge for the period	6,724	2,450	12,000	21,174
<b>At 31st December 2024</b>	<b>19,405</b>	<b>28,001</b>	<b>41,000</b>	<b>88,406</b>
<b>NET BOOK VALUE</b>				
<b>At 31st December 2024</b>	<b>10,402</b>	<b>1</b>	<b>559,000</b>	<b>569,403</b>
At 31st December 2023	6,092	2,451	571,000	579,543

## 10. Debtors

		<b>31.12.23</b>
Debtors	11,870	41,391
Prepayments	26,064	18,048
	<b>37,934</b>	<b>59,439</b>

## 11. Creditors

		31.12.23
<b>Amounts Falling Due Within One Year</b>		
Trade creditors		-402
Accrued expenses	-9,462	-8,202
Taxes and pensions	-12,182	-12,280
Deferred income	-99,910	-65,964
	<b>-121,554</b>	<b>-86,848</b>
<b>Amounts Falling Due - More Than One Year</b>		
Property loan	-120,000	-155,000

The property loan is interest free and repayable as reserves permit

## 12. Movement in Funds

	Brought forward 1st Jan 2024	Income	Expenditure	Transfers	Carried forward 31st Dec 2024
<b>Restricted Funds</b>					
Food and client support	10,391	229,726	-178,888		61,229
Property renovation		14,250	-14,250		0
Capital Fund	246,000		-12,000		234,000
Salary funds	7,983	5,0121	-51,519		6,585
	<b>264,374</b>	<b>294,097</b>	<b>-256,657</b>	<b>0</b>	<b>301,814</b>
<b>Unrestricted Funds</b>					
Food and client support	381,963	612,470	-637,188		357,245
<b>Designated Funds</b>					
Property renovation fund	125,000				125,000
	<b>506,963</b>	<b>612,470</b>	<b>-637,188</b>	<b>0</b>	<b>482,245</b>
<b>Total Funds</b>	<b>771,337</b>	<b>904,442</b>	<b>-893,845</b>	<b>0</b>	<b>784,059</b>

Transfers represent overspends on restricted funds recouped from unrestricted funds

Food and client support funds provide food parcels, hot meals and support services

The Capital Fund represents amounts raised to fund the purchase and renovation of 65 Waterloo Road

Salary funds are grants to pay specific salaries of support workers

The Property Renovation Fund provides a reserve against future cyclical maintenance

### 13. Comparative Statement of Financial Activities Year ended 31st December 2023

	Note	Unrestricted funds	Restricted funds	Restricted Capital Funds	Total	Year ended 31.12.24
<b>INCOME</b>						
<b>Donations</b>						
General donations	2	177,142			177,142	262,014
<b>Charitable Activities</b>						
Grants and contracts	3	350,255	424,007		774,262	617,530
Miscellaneous income		16,906			16,906	27,023
		<b>544,303</b>	<b>424,007</b>	<b>0</b>	<b>968,310</b>	<b>906,567</b>
<b>EXPENDITURE</b>						
<b>Charitable Activities</b>						
Food and client support programmes	5	441,172	457,073		898,245	837,324
Fundraising and PR		28,610			28,610	43,166
Governance		810			810	1,355
Property depreciation				12,000	12,000	12,000
		<b>470,592</b>	<b>457,073</b>	<b>12,000</b>	<b>939,665</b>	<b>893,845</b>
<b>NET INCOME</b>						
		73,711	-33,066	-12,000	28,645	12,722
Transfers between funds		-2,609	2,609			
		71,102	-30,457	-12,000	28,645	12,722
Other recognised gains/losses						
<b>Net Movement in Funds</b>		71,102	-30,457	-12,000	28,645	12,722
Funds brought forward		435,861	48,831	258,000	742,692	771,337
<b>TOTAL FUNDS</b>		<b>506,963</b>	<b>18,374</b>	<b>246,000</b>	<b>771,337</b>	<b>784,059</b>

All income and expenditure is from continuing operations

### 14. Analysis of Net Assets between Funds

	Restricted	Unrestricted	Total Funds
Fixed Assets	234,000	335,403	569,403
Net Current Assets	-82,222	415,484	334,656
Long term liabilities		-120,000	-120,000
	<b>301,814</b>	<b>480,951</b>	<b>784,059</b>
<b>Comparative as at 31.12.23</b>			
Fixed Assets	246,000	333,543	579,543
Net Current Assets	-65,964	412,758	346,794
Long term liabilities		-155,000	-155,000
	<b>180,036</b>	<b>591,301</b>	<b>771,337</b>



**GOOD SHEPHERD SERVICES**

England & Wales - Charity number 1165909

---

# Accounts

---



# Annual report

January - December 2023



[www.gsmwolverhampton.org.uk](http://www.gsmwolverhampton.org.uk)

## Contents

Reference and Administrative Information	3
Trustees' Report	4-15
Independent Examiner's Report	16
Statement of Financial Activities	17
Balance Sheet	18
Statement of Cash Flow	19
Notes to the Financial Statements	21-25

## Reference and Administrative Information

**Good Shepherd Services CIO**  
Registered Charity No. 1165909

**Principal Address**  
65 Waterloo Rd  
Wolverhampton WV1 4QU

**Trustees who held office during the year**  
Brother Malachy Brannigan  
Vivienne Brown  
Hetty Dodd  
Jamie Green  
Jamie Mackrill  
Brother Robert Moore  
Lynne Moran  
Brother Charles Searson  
Nigel Tinsley (Chair)

**Chief Executive**  
Tom Hayden CMgr FCMI

**Independent Examiner**  
Muras Baker Jones Limited  
Regent House, Bath Ave,  
Wolverhampton  
WV1 4EG

**Bankers**  
Lloyds Bank Queen Square Wolverhampton  
Barclays Bank Lichfield Street Wolverhampton

## Trustees' Report

### Structure Governance and Management Team

The charity is registered as a Charitable Incorporated Organisation (CIO) and is governed by the Constitution registered with the Charity Commission in October 2021.

The trustees have a wide range of skills and experience related to our work and meet a minimum of four times per year to ensure the charity is meeting its responsibilities. A subcommittee led by the Chair of Trustees meets quarterly to review finance, fundraising, and contracts.

Nine Trustees held office in 2023 with the day-to-day management of the charity delegated to the Chief Executive and management team. Our Chief Executive has over 15 years' experience working in the third sector and is supported by an Operations Manager, Finance Manager, a Project Manager, and four Team Leaders.

In March 2023 we held a Board development day to reflect on progress against our five-year strategic plan, review the Board's strengths, and spend time together considering the future of the charity. We will be recruiting new trustees in 2024 through an open recruitment process to further strengthen the organisations governance. Vacancies will be advertised on our website, social media, and through the local council for voluntary services.

### Our Purpose and Activities

The Good Shepherd has been supporting the most disadvantaged people in Wolverhampton and surrounding areas since 1972. Our core values are hospitality, compassion, and respect.

We recognise each person's dignity and potential for growth, and we deliver services in a person-centred way.

Our mission is to end homelessness, support recovery, and create pathways out of poverty.

We achieve this by providing crisis support including food, practical support, and interventions to relieve homelessness, support to prevent people from becoming homeless, and interventions and activities that support recovery from homelessness, mental health, and addiction.

### Our key strategic goals are:

1. To be a provider of quality care and support driven by our values,
2. To be a trusted and responsible employer
3. To be an innovative and dynamic charity
4. To remain a strong and financially viable charity

## Highlights from 2023

### Number of people who accessed our services

Individuals / Single **1,109** | Families **255**



#### Outcomes

Trained as LEAP Peer Mentors	<b>15</b>
Digital inclusion (given laptop, internet access etc.)	<b>50</b>
Supported into training or education	<b>131</b>
Better health management	<b>17</b>
Engaged in meaningful activity	<b>80</b>
Supported to volunteer	<b>23</b>

#### Key Interventions

 Addiction	<b>69</b>
 Benefits	<b>221</b>
 Employment training & education	<b>246</b>
 Housing advice	<b>617</b>
 Support with debt	<b>62</b>
 Support with mental health & wellbeing	<b>926</b>
 Support physical health	<b>23</b>
 Supported engagement with other services	<b>380</b>
 Clothing	<b>81</b>
 Gained accommodation	<b>23</b>
 Homelessness prevention	<b>149</b>
 Gained employment	<b>11</b>

After several events to mark the 50th anniversary in 2022, the following 12 months proved another busy time as the Good Shepherd moved into its second half century of supporting people experiencing homelessness and poverty across Wolverhampton.

From a variety of fundraising events to projects including the opening of a community shop, the Good Shepherd continued to develop and diversify its operations to help people who have been facing challenges caused by the cost-of-living crisis.



## Spreading The Word

Being given the responsibility and opportunity to be able to tell the story of the Good Shepherd and highlight both the variety of our work and the challenges our service users are facing is extremely important. During 2023, this happened on several occasions, where the work of the Good Shepherd was outlined to a wider and influential audience.

Back in February, CEO Tom Hayden was delighted to attend a parliamentary reception with Homeless Link at the House of Lords, to mark the tenth anniversary of the StreetLink initiative.

Then, later in the year, Tom was joined by Service Manager Chris Cole in being guest speakers at an awayday for staff from the 'Levelling Up' directorate of the Department for Levelling Up, Housing and Communities (DLUHC) ministerial department.

Tom and Chris's presentation included an overview of the variety of services provided by the Good Shepherd, statistics outlining the increasing demand prompted by challenges associated with the cost of living, and real-life examples of service users who have had their lives changed thanks to support from the charity.



## Paul Burns The Unsung Hero

One of the biggest highlights of 2023 was undoubtedly the prestigious national award won by inspirational Good Shepherd staff member Paul Burns.

Paul, a Key Worker on the Housing First project, was named Unsung Hero at the Third Sector Awards at the Royal Lancaster Hotel, an accolade celebrating the outstanding impact and achievements of individuals and organisations throughout the country.

In typical Paul fashion, he dedicated the award to the rest of the Good Shepherd team.

"I really love my job, it feels like what I am meant to be doing, and I look forward to every single day," he said.

"It is often very challenging, but we all work together as a team, and I feel proud and privileged to have picked up this award on behalf of everyone at the Good Shepherd."

He is pictured receiving his award from comedian Maisie Adam.

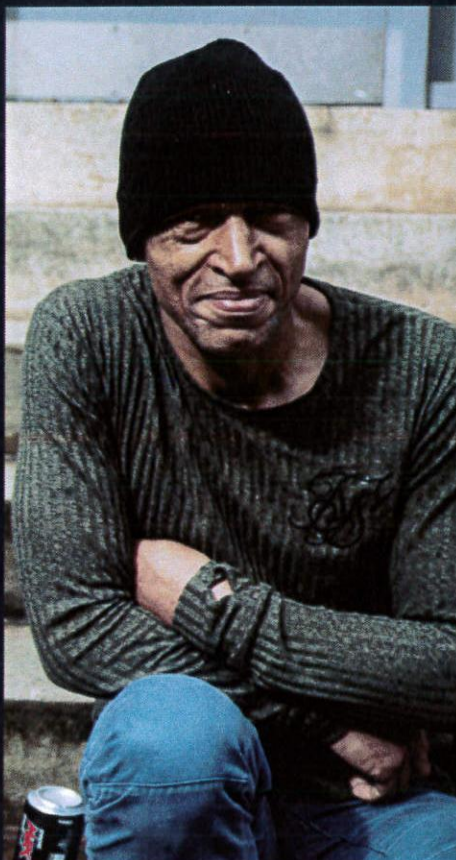
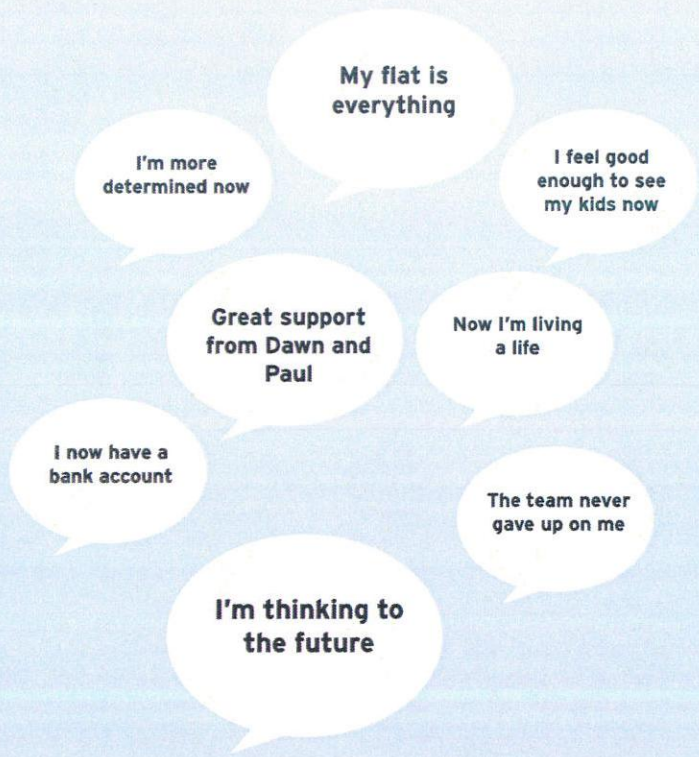
## Housing First

**We believe that everyone deserves a home and that housing is a universal right, and we're proud to deliver this service for people experiencing severe and multiple disadvantages.**

In 2023, we continued to deliver the Housing First project alongside Wolverhampton Homes and the P3 Charity.

Everyone on the project has a long-term history of street homelessness and complex needs. This year we engaged 38 people with housing and continued person-centered support. We ensure clients sustain their accommodation and support them with their recovery.

Some quotes from our clients can be seen to the right...



### Darren

**Darren was in a steady job and living what he would call a normal life before the end of a relationship saw him spiral into depression and difficulties.**

It wasn't long before he was rough sleeping, in tunnels and shop doorways, and, with no hope for the future, addiction to drink and drugs took over.

From a member of Good Shepherd staff finding him each morning to give him a warm drink, and then encouraging him to come and use the food service, his love of art came to the surface, particularly producing creative and high-quality cartoons.

Darren is now on the Housing First programme, meaning he receives tailored one-to-one support in his own accommodation, and, while there have continued to be ups and downs, his art is a way which staff continue to try and engage and encourage him.

He has seen his work exhibited both at an exhibition at the Light House Cinema several years ago, and then as part of the British Art Show when it was staged in Wolverhampton in 2022.

"The art group is very important to me. It is the one chance as an ex-user I get to express not only how I feel but to convey important messages. Sometimes after an art session I feel like I have taken a shower. I feel refreshed and unburdened. With art you are only limited by your imagination and pen ink."

# LEAP

LEAP - standing for Lived Experience into Action Project helps prevent homelessness and activates lived experience by training people with personal experience of homelessness, addiction, and poor mental health to become Peer Navigators.

LEAP has now been active for two years and has gone from strength to strength during that time. A few highlights from the LEAP team in 2023 include:

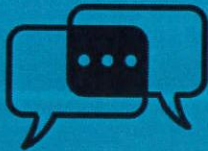


**Shortlisted for Homeless Link Excellence award under support and navigation**

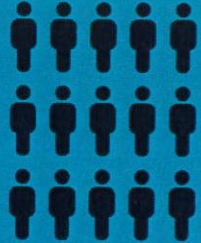



**Gained "Lived Experience Charter" accreditation in partnership with Black country Health Care NHS Trust.**


**1300+**  
interventions delivered by LEAP Peer Navigators



**15**  
New Navigators recruited and trained

**5**  
Navigators have started a Level 3 Diploma  
  
One Navigator achieved a Health and Social Care level 3 Diploma



**Two navigators were supported to access an external volunteer service and one Navigator gained a paid apprenticeship**

## Donna

**Donna has come through a lot of challenges in life, a lot of which were linked to behavioural issues as a youngster which were later diagnosed as bipolar and ADHD.**

Because she was struggling to be understood, in adult life she became drug and alcohol dependent, leading to the break-up of family relationships and her sons going to live with their Dad.

Then mistreated by friends who she says effectively made her their 'slave', she eventually attempted suicide and ended up in hospital.

Thankfully, she found a women's charity called Goddess Living, who helped her find accommodation, and after rebuilding her confidence enrolled onto the LEAP programme at the Good Shepherd.

Donna has been a revelation for LEAP. Her experience and empathy carries a huge impact with people now going through the traumas she has suffered previously, and she has built up her confidence and overcome her nerves to publicly speak about her journey at events such as the Molineux Sleepout and conferences.

Donna says: "My whole life fell apart and I felt alone, but at the Good Shepherd, I am allowed to be me."





## Liaison and Diversion - Peer Support Service

The liaison and Diversion team (L&D) works across courts, police stations, and community settings to support people with mental health and other vulnerabilities who are in the criminal justice system and help them access the support they need.

Between August 2022 and the end of March 2023 we worked alongside the Black Country Healthcare NHS Foundation Trust's to employ and train Peer Support Workers (PSW's) with lived experience of mental health and offending.

We employed and placed two individuals with the team to provide peer support and lived experience mentoring and trained a further three volunteers to work alongside the L&D team. The main contract was retendered with the PSW's transferred to the new provider from the 1st of April 2023. We continue to work closely with Black Country Health Care and will be starting a new project in 2024 supporting people's mental health and wellbeing.

## Chris

**After a troubled childhood with parents who were alcoholics, much of Chris's upbringing was delivered by his grandmother. After she passed away, he lost all purpose and his life spiralled into addiction and several prison spells.**

Suffering with his mental health, he initially accessed the Good Shepherd for food, but was initially unwilling to engage with offers of help in other parts of his life.

One day however, a member of staff saw him with his young son in the city centre and took advantage of the opportunity to start a conversation about his future.

That led Chris into volunteering at the Good Shepherd within the dining service - the service he had previously accessed for help - and then enrolling onto the LEAP programme, which offers training opportunities for people with lived experience of homelessness and other issues.

From there Chris excelled, and he has gone on to land a permanent position with the NHS as a Peer Support Worker, as mentioned opposite.

There was a delightful footnote to Chris's story when that same Good Shepherd worker, whilst supporting a service user at a court appearance, bumped into Chris who was doing exactly the same in a different courtroom for someone he was working with.

The circle of life!



## Accommodation for Ex-offenders - AfEO

During April 2023 a brand-new exciting project launched at Good Shepherd called AfEO, standing for Accommodation for Ex-offenders.

The project has been commissioned by Wolverhampton City Council until March 2025. The aim of the project is to house 30 people with a recent offending history into properties in the Private Rented Sector (PRS) and to provide a comprehensive level of support to each tenant to ensure tenancy sustainment and integration back into the wider community.

The majority of year one has consisted of developing robust pathways, referral mechanisms and establishing new partnerships with PRS landlords. In 2023, the project received 35 referrals.

## West Midlands Combined Authority (WMCA) - Spot Purchase Fund

In May 2023, the Good Shepherd was awarded funding through the WMCA spot purchase fund. During its lifetime of 12 months the funding will be utilised to support those that are or at risk of rough sleeping.

From May to December, 2023:

- **13** individuals who were at risk of rough sleeping have been helped to retain or secure sustainable accommodation.
- **3** individuals sleeping rough have been supported to quickly move off the streets and into suitable accommodation.
- **29** individuals have increased engagement with community services.
- **16** individuals have increased access to benefits and accommodation.



## Central Community Shop

**In December, we were pleased to launch the 'Central Community Shop', the City's flagship Community Shop, at the historic Queen's Building in the City Centre.**

In partnership with Wolves Foundation and the City of Wolverhampton Council, the shop offers affordable food at low prices to residents of Wolverhampton, as well as signposting and support to access local services.

As we look forward to a new year, we are excited to launch 'Pomegranate Café', another project at the Queen's Building and one that will provide employment and training pathways for individuals with lived experience of homelessness, to further expand our vital work.

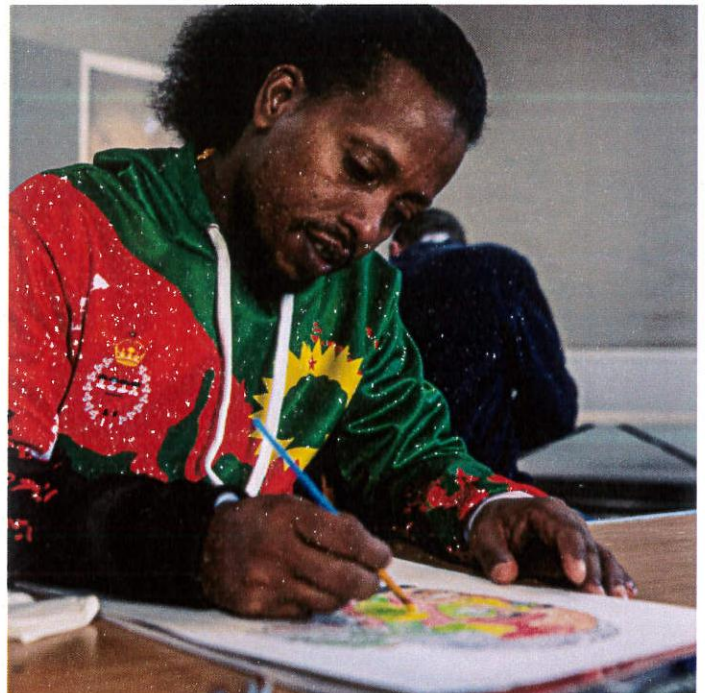
## Awal

**Awal is an asylum seeker who fled from Ethiopia during war where his father was killed in front of him and he was imprisoned and tortured. His is a truly harrowing story.**

Ending up sleeping on the streets of Wolverhampton, he accessed the Refugee and Migrant Centre for help from where he was then also referred to the Good Shepherd.

Having initially come for food and support he has since done some volunteering within the dining service before indulging his passion for art by attending the art and photography group.

Awal has been supported into his own accommodation and recovering from PTSD related to his experiences in Ethiopia, the art helps him to relax, and he now refers to the people at the Good Shepherd as his 'second family'.



## Food Service

**We saw a considerable growth in demand for the food service in 2023, with increasing numbers of both families and individuals coming to the Good Shepherd.**

Being able to sustain this would not be possible without the wonderful ongoing support from a range of food partners and businesses, not to mention the generous donations we receive throughout the year from our local community. The catering team at Wolves FC have once again been a lifeline for us, thanks to the commitment towards our work from their Head Chef, Luke Hitchins.

Often our first point of contact with clients, the food service offers more than a meal.

We're working with a variety of local partners to offer support and advice for clients including sexual health services, housing advice and substance misuse services.

We are pleased to develop our links with 'Mandem Meetup' to offer clothing to our clients as well as access to groups and events that promote positive mental health for men.

At the beginning of 2022, the Good Shepherd employed a specialist brief interventions worker to work alongside people accessing the food services and ensure they have access to support and referral to specialist agencies. Initially it was a 12-month post but, due to its success, we continued in 2023.



## Our Team

**Our team of staff and volunteers are a huge asset and it's important that they feel valued, supported, and have access to training and development opportunities.**

Every year we try to organise at least one staff 'awayday' for everyone to get together away from work and enjoy some form of shared activity.

This year's event took place at Woodlands Adventure & Outdoor Learning Centre in Walsall where staff took part in various activities including a zipwire, archery, bushcraft, axe-throwing and canoeing. It proved a great opportunity to help enhance team spirit especially with some staff having to conquer different fears relating to heights or water.

There are other initiatives in place all year around to try and support health and wellbeing. These include regular opportunities for staff to get together for breakfast or lunch, an extra day's annual leave off on birthdays, other rewards such as time off in lieu or a free meal provided from a draw at monthly team meetings, and much more.

We also offer staff access to an employee health scheme provided by Paycare, offering various benefits in areas such as dental, medical treatment, and wellbeing support.

Volunteers form a crucial part of our organisation and, in 2023, we were fortunate to be supported by over 60 individuals who regularly volunteered, seven service user volunteers, 15 LEAP Peer Navigators and 28 corporate organisations who, between them, provided approximately 85 corporate volunteers.

Collectively they contributed a staggering 6,889 hours of their time to support our work in Wolverhampton.

Volunteers continue to be a key part of our organisation. In 2024, we will further increase the amount of external volunteer training we offer, consult with existing volunteers, review our processes and develop a volunteer committee or forum.

## Financial Review

**In 2023 our operating surplus from charitable activities was £28,000.**

Our reserves policy states that there should be sufficient Net Current Assets (readily available funds) to meet six months running costs and we are currently operating with 25 weeks giving us a good level of financial stability.

We forecast conservative estimates for our fundraising income for 2023 due to the uncertainty around the impact the cost of living would have on individual giving and fundraising from events and campaigns. We were fortunate that individuals and organisations continued to support our work throughout 2023 by donating or completing fundraising activities.

Our strategy is to aim for no more than a third of our income from statutory sources, with roughly a third from fundraising and donations, and a third from other grants, contracts, and other sources. We achieved this for 2023 and our budget for 2024 has a similar balance between income streams.

Fundraising from charitable trusts continues to be competitive with trusts and foundations regularly changing their funding criteria. Alongside this, the short-term funding available from statutory sources, combined with the financial pressures facing local authorities, means it's more important than ever to diversify our income streams.

We are reviewing and developing a new fundraising strategy in 2024 and exploring ways of generating income including through the new social enterprise café and establishing the trading subsidiary - Good Shepherd Trading Limited.

## Podcasts

**During 2023 we continued to record and release a series of podcasts across many different subjects.**

In total we have now released 23 podcasts which have received over 1,500 downloads.

Included in this year were podcasts with the father of a service user talking about how families are affected by addiction, a service user on the Housing First programme trying to turn his life around after the loss of a friend, and two well-known Wolverhampton residents Jack Kirwan (our ambassador) and John Price, discussing challenges with mental health.

## Media Coverage

**The Good Shepherd continued to receive positive media coverage during 2023 across many different outlets.**

These included the Express & Star, Wolves Community Radio (WCR), BBC WM and the Birmingham Mail.

One particular highlight was a visit from BBC's Midlands Today to highlight Black Country Day and how the Good Shepherd supports local people. The resulting report went out on their main Friday evening programme and on the I-player. This report will have been viewed by hundreds of thousands of viewers.



BBC WM also carried a live interview with CEO Tom Hayden during the 'Lakeland 3000's challenge as part of the Miles into Meals campaign. (More details in the Events and Fundraising section which follows)

## Ambassadors

**The team of Good Shepherd ambassadors continue to support the work of the charity in different ways when availability permits.**

The team comprises former Wolves and Nigeria goalkeeper Carl Ikeme, soul singer/songwriter Jaki Graham, BBC broadcaster Natalie Graham, Wolverhampton comedian Jack Kirwan and the Archbishop of Birmingham, Bernard Longley.

The ambassadors are important in helping by attending events such as the Molineux Sleepout where Carl and Jack both spoke on stage, supporting fundraising as Jack did by taking on a challenge for Miles Into Meals, or raising awareness of our work via their well-supported social media channels.

Natalie's work with BBC WM continues to open up opportunities for Good Shepherd staff and service users to share their news and information on her show.

Adding new ambassadors to strengthen the team is among the plans for the Good Shepherd in 2024.

## Events & Fundraising

**It was another year with a variety of fundraising events which remain of paramount importance not only to bring in donations but also continuing to raise and promote awareness of the Good Shepherd's work.**

Miles into Meals was the main fundraising campaign which we launched, encouraging people to take on their own challenge covering any sort of distance - whether running, walking, cycling, swimming - to raise money for the Good Shepherd.

Staff once again got involved, with CEO Tom Hayden, Housing First Key Worker Paul Burns, Food & Advice Services Manager Lucy Cox and our volunteer photographer Stuart Manley completing the 'Lakeland 3000s', climbing all four peaks in the Lake District which are above 3000 feet, in the space of two days. Their own effort raised over £2,000 for the Good Shepherd.

Linked to that campaign was a series of walks led by staff and volunteers around West Park during the month of June. The 'West Park Walkers' were joined by different guests such as the Mayor of Wolverhampton, the Police and Fire Service, as well as service users, to help raise awareness of the work of the Good Shepherd.

Covering a slightly longer distance was staff member Lucie Tait-Harris, who completed the London Marathon raising over £1,500.

A highlight was once again the Molineux Sleepout in November which, thanks to a strong partnership with organisers the Wolves Foundation, raised over £50,000 from which the Good Shepherd will receive £25,000. Stories from service users featured heavily in the build-up to the event including in an excellent video put together by the Foundation. Speakers from the charity on the night - including LEAP volunteers sharing their experiences - also received a fantastic response and helped create a real sense of community.

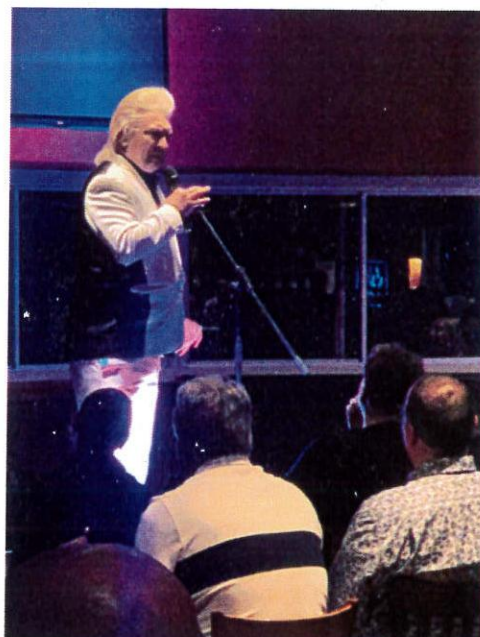
Comedy nights have also become a regular feature of Good Shepherd fundraising, our thanks go to local sports pub the Cleveland Arms for hosting and organisers and comedians who give up their time. Two of these nights were held during 2023, including one with 'Clinton Baptiste' of Phoenix Nights fame, raising a total of approximately £3,500.

The idea of putting on a wide variety of different fundraising events is to try and cover the many different groups of supporters of the Good Shepherd. Events like a Sunday Lunch served at the Good Shepherd and a coffee morning engage long-term supporters of the charity who continue to provide such fantastic support.

Not all events are about fundraising and inviting people to the Good Shepherd for specific, often poignant reasons, is also important. Towards the start of the year, the family and friends of Martin Latham, a former service user who had lost his life 18 months previously, were invited to the opening of a room in his memory at the Centre, officially opened by Wolves former striker and club legend John Richards.

Former Wolves captain Karl Henry also continued his long-term support of the Good Shepherd by visiting to help with the dining service and meeting up again with the Mayor - Councillor Dr Michael Hardacre - his former headteacher at Coppice Performing Arts School.

The year also finished on a really positive note when the Good Shepherd were invited by rock music legend Robert Plant to exhibit alongside Creative Black Country ahead of his concert at the Halls in Wolverhampton, his first appearance there since the venue re-opened. Staff and volunteers were able to set up in the foyer of the Civic Hall, chatting to concert goers about the work of the Good Shepherd and carrying out a bucket collection.



## Reserves Policy

**In 2023, the trustees reviewed the organisations reserves policy and considered the main risks to the organisation.**

Our policy is for there to be sufficient Net Current Assets readily available funds to meet six months running costs. They have established that the reserves policy is adequate to ensure that there are sufficient reserves to provide ongoing services to service users in the event of any unexpected withdrawal or downturn in funding.

## Public Benefit

The trustees have complied with the duty in Section 17 of the Charities Act 2011 and given careful consideration to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives for the year. The trustees consider how planned activities will contribute to the aims and objectives they have set.

## Future Activities

**In January 2024 we will establish a trading subsidiary for the Good Shepherd to deliver a new project the 'Pomegranate Coffee Shop', and to explore additional trading activities with all profits donated back to the Good Shepherd.**

Pomegranate is a new social enterprise opening in January 2024 that will operate out of the Queen's building alongside the Central Community Shop, selling high quality food and drinks to the public. It will create two paid opportunities for people with lived experience of homelessness and poverty plus a training scheme for people using our services to get work experience and a reference for future employment.

The upstairs of the Queens building is currently empty and we're in discussions with our partners at the Wolves Foundation about the plans to create and deliver projects from the space that help with wellbeing, financial inclusion, and employability.

Wolverhampton has some of the highest unemployment figures in the country and in 2024 we will develop our employability model and look to secure funding to offer this service to more people in the city. This will include having a specialist employability worker who can lead on the structured volunteer programme for service users, provide in-house employability support, and work with people to get into and stay in meaningful employment.

Other service developments to meet the needs of people in our community include expanding our outreach offer to include more mentoring and support for people once they've moved from street homelessness and into accommodation, including more meaningful activities like art and creative therapies, physical activities, and looking at training, education and employability.

## Related Parties

**Good Shepherd Services is a CIO and registered charity formed out of the work of the Little Brothers of the Good Shepherd in Wolverhampton.**

In 2021, St John of God Hospitaller Services (SJOG), a UK charity (1108428), became the sole member of the Good Shepherd Services, making us a wholly owned subsidiary but with an independent board of trustees, our own accounts, and the autonomy to set our own strategic direction and make our own operational decisions. SJOG provides support when needed to help us achieve our charitable objectives and we can draw on their considerable expertise and experience.

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection or contractual relation between a trustee or senior manager of the charity and a related party must be disclosed to the full board of trustees in line with our conflicts of interest policy. In the current year, no such related party connections were reported.

We want to bring in people with lived experience of homelessness to help with the mentoring and homelessness work and provide more voluntary and paid trainee opportunities for people, alongside developing our mental health and addiction specific services so we can provide more of what people need in-house.

Our LEAP and Expert Advisor models allow us to provide opportunities and training for people with lived experience. We will take our LEAP Peer Navigators and Expert Advisors out into the community to share their expertise and train organisations, policy makers, and the community.

To build on our successful creative and arts projects our ambition is to work with more local artists and provide a timetable of multi-disciplinary art and creative activities for people in the city experiencing homelessness, addiction, poor mental health, and poverty.

For the food and advice services we will bring in more agencies into the multi-agency hub including specialist and clinical support and turn it into a resource centre/day centre for adults in the city who are homeless and experiencing poverty. Alongside this, we will provide more support for families when they come to access the food pantry, including bringing in more partner agencies and services.

In 2024 we will undertake a review of our environmental impact including looking at our building, processes, suppliers, and put together a proposal to further reduce our carbon footprint and evidence our environmental impact.

Signed on behalf of the Trustees:

  
Nigel Tinsley  
Chair

## Independent Examiner's Report to the Trustees of Good Shepherd Services

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31st December 2023 which are set out on pages 17 - 25

### Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

### Independent examiner's statement

I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed

Date



Oliver Ross  
F.C.A.

**Muras Baker Jones Limited**  
Regent House  
Bath Avenue  
Wolverhampton  
WV1 4EG

## Good Shepherd Services CIO Statement of Financial Activities

Year ended 31st December 2023

	Note	Unrestricted	Restricted	Capital funds	TOTAL funds	31.12.22 total funds
<b>INCOME</b>						
<b>Donations</b>						
General donations	2	177142			177142	159968
<b>Charitable activities</b>						
Grants and contracts	3	350255	424007		774262	676812
Miscellaneous income		16906			16906	12504
		<b>544303</b>	<b>424007</b>		<b>968310</b>	<b>849284</b>
<b>EXPENDITURE</b>						
<b>Charitable activities</b>						
Food and client support	4+5	441982	457073		899055	763590
Property depreciation				12000	12000	12000
Funding & PR		28610			28610	27594
		<b>470592</b>	<b>457073</b>	<b>12000</b>	<b>939665</b>	<b>803184</b>
<b>NET INCOME</b>						
Transfers between funds		73711	-33066	-12000	28645	46100
		-2609	2609			
		71102	-30457	-12000	28645	46100
<b>Other recognised gains/losses</b>						
Net movement in funds		71102	-30457	-12000	28645	46100
Funds brought forward		435861	48831	258000	742692	696592
<b>TOTAL FUNDS</b>	12	<b>506963</b>	<b>18374</b>	<b>246000</b>	<b>771337</b>	<b>742692</b>

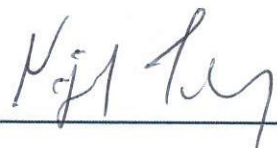
All income and expenditure is from continuing operations

## Good Shepherd Services CIO Balance Sheet

as at 31st December 2023

	Note		31.12.22
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	579543	591102
<b>Current Assets</b>			
Debtors	10	71011	68940
Cash at bank		374203	359221
		<u>445214</u>	<u>428161</u>
<b>Creditors</b>			
Amounts falling due within one year	11	-98420	-86571
<b>Net Current Assets</b>		346794	341590
<b>Creditors</b>			
Amounts falling due in more than one year	11	-155000	-190000
<b>Net Assets</b>		<u>771337</u>	<u>742692</u>
<b>Funds</b>			
Restricted funds	12	18374	48831
Capital funds		246000	258000
Unrestricted funds		506963	435861
		<u>771337</u>	<u>742692</u>

Signed by Nigel Tinsley on behalf of the Trustees

  
\_\_\_\_\_

on 28th April 2024

## Good Shepherd Services CIO Statement of Cash Flows

Year ending 31st December 2023

		<b>31.12.22</b>	
<b>Cash flows from operating activities</b>			
Net income	28645		46100
<b>Adjustments for</b>			
Depreciation of tangible fixed assets	20697	18225	
Increase/decrease in debtors	-2071	5766	
Increase/decrease in creditors	11849	48517	
	30475		72508
<b>Net cash provided by operating activities</b>	<b>59120</b>		<b>118608</b>
<b>Investment activities</b>			
Purchase of fixed assets	-9138		-5217
<b>Cash flows from financial activities</b>			
Repayments of borrowings	-35000		-10000
<b>Net increase/decrease in cash</b>	<b>14982</b>		<b>103391</b>
<b>Cash at beginning of year</b>	<b>359221</b>		<b>255830</b>
<b>Cash at end of year</b>	<b>374203</b>		<b>359221</b>

# Good Shepherd Services CIO

## Notes to the Financial Statements

Year ending 31st December 2023

### 1. Accounting policies

- a) Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received. Gifts in kind are valued at their estimated value to the project and included under the appropriate headings.
- b) Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. Where it is not possible to value the goods or services, such as volunteer time or donated goods, the accounts do not include them.
- c) Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them.
- d) Restricted funds are to be used for the specified purpose as laid down by the donor. Expenditure which meets these criteria is identified to the fund.
- e) Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- g) Alterations to leasehold premises are written off in full in the year in which they are incurred
- h) Fixed assets are for use by the charity in fulfilling its main charitable objectives and are capitalised and depreciated. Depreciation is provided on all fixed assets at rates calculated to write off the costs of each asset over its estimated useful life at the following rates:

Equipment	33% per annum	straight line basis
Freehold Property	2% per annum	straight line basis
Motor Vehicles	33% per annum	straight line basis
Computers	33% per annum	straight line basis

## Good Shepherd Services CIO Notes to the Financial Statements

Year ending 31st December 2023

### 2

#### Donations

Churches and faith based giving  
Gift Aid recovered  
Legacies  
Individual giving  
Companies and organisations

Unrestricted	Restricted	31.12.22
16286		9726
19167		6360
10906		19925
93496		94003
37287		29954
<b>177142</b>		<b>159968</b>

### 3

#### Income from Charitable Activities

##### Contracts

Black Country Health Care NHS Trust  
City of Wolverhampton Gateway project  
City of Wolverhampton service grants

Unrestricted	Restricted	
	11350	38600
	174780	
303436	2319	389439
<b>303436</b>	<b>188449</b>	<b>428039</b>

##### Grants

Alternative giving  
Edward Gosling  
Community Organisation Cost of Living  
Alex Ferry Foundation  
The Roger and Douglas Turner Charitable Trust  
The Julia and Hans Rausing Trust  
Garfield Weston  
Monday Charitable Trust  
Sainsburys  
Eveson Charitable Trust  
Sports England  
Wolverhampton University  
Mayor's Ward Fund  
W'ton Voluntary Sector Council  
Tudor Trust  
Nationwide Community Grant  
T and GWU  
29th May 1961 Charitable Trust  
Wolves Foundation Virtual Sleepout  
Neighbourly(Lidl)  
Big Give Trust  
PB Dumbell  
Co-op Community Fund  
Tesco  
Lord Barnbys Foundation  
February Foundation  
Beatrice Laing  
Adint Trust  
Millie's Watch  
Muras Baker  
Grimmit Trust  
Hedley Foundation  
Oak Foundation  
Porticus  
St John of God Better Lives  
Grants £1000 and under

	1750	
	5000	
	31702	
2500		
5000		5000
	40000	
	25000	
2595		
	1500	
	10000	
	1700	
		3750
1000		1000
	840	
	33333	33334
	46000	2000
		2944
		7500
27131		
1000	5000	4150
		3500
290		2000
2303		
		1125
		2000
		3000
		5000
		10000
5000		5000
		1300
		3000
		2200
	52661	52094
		37493
	35000	58091
		1397
<b>46819</b>	<b>289486</b>	<b>246878</b>
	-77536	-23608
	23608	25503
<b>46819</b>	<b>235558</b>	<b>248773</b>
<b>350255</b>	<b>424007</b>	<b>676812</b>

less: deferred to future periods  
add: deferred from previous periods

**Total grants and contracts per SoFA**

## Good Shepherd Services CIO Notes to the Financial Statements

Year ending 31st December 2023

<b>4</b>				
<b>Food and client support</b>	<b>Food</b>	<b>Client support</b>	<b>Total</b>	<b>31.12.22</b>
Salaries	116578	347796	464374	494168
Depreciation	3404		3404	5029
Training		1503	1503	1380
Volunteer expenses		4288	4288	876
Equipment costs	2193		2193	570
Cleaning and waste disposal	8502		8502	7430
IT costs		5157	5157	6031
Food costs	11251		11251	14315
Client welfare		31565	31565	74809
Property costs		4424	4424	2594
Disposable items	3684		3684	4208
Utilities	18519	11316	29835	10408
Motor and travel expenses	6081		6081	6497
Telephone		8106	8106	6544
Support costs	24635	73495	98130	75513
	<b>194847</b>	<b>487650</b>	<b>682498</b>	<b>710372</b>

<b>5</b>			
<b>Support costs</b>			<b>31.12.22</b>
Salaries		73058	33607
Depreciation		5293	1196
Training		841	3304
Property costs		2212	15309
Utilities		1029	
Independent examination		1420	810
Marketing and communications			
Trustee expenses			
IT costs		2425	8675
Telephone		8564	5024
Insurance			
Other costs		4521	2443
		<b>98130</b>	<b>75513</b>

Major property renovation		<b>216557</b>	<b>53217</b>
Total food & client support		<b>899055</b>	<b>763589</b>

Property costs are allocated on the basis of space used  
Support costs are allocated on the basis of staff numbers

<b>6</b>			
<b>Net Income/Expenditure</b>			<b>31.12.22</b>
Net Income /expenditure is shown after charging:			
Depreciation - owned assets		20697	18225
Independent Examiners fee		1420	810
Trustee expenses		NIL	NIL

# Good Shepherd Services CIO Notes to the Financial Statements

Year ending 31st December 2023

7

## Trustees' Remuneration and benefits

No Trustee received any remuneration or benefits (31.12.22 - Nil)

8

## Staff costs

Salaries	31.12.23	31.12.22
Pension contributions	486957	473743
Social Security costs	9187	9543
	41292	44489
	<b>537432</b>	<b>527775</b>

The number of employees receiving more than £60,000 was NIL (2022 - NIL)  
The average number of staff employed was 23 (2022- 19)

9

## Tangible Fixed Assets

Cost	Equipment	Computers	Property	Freehold Total
As 1st January 2022	9735	28002	600000	637737
Additions	9138			9138
Disposals	-100			-100
As at 31st December 2022	<b>18773</b>	<b>28002</b>	<b>600000</b>	<b>646775</b>
Depreciation				
As at 1st January 2022	9377	20258	17000	46635
Charge for the period	3404	5293	12000	20697
Written back on disposal	-100			-100
At 31st December 2022	<b>12681</b>	<b>25551</b>	<b>29000</b>	<b>67232</b>
Net book value				
At 31st December 2023	6092	2451	571000	579543
At 31st December 2022	<b>358</b>	<b>7744</b>	<b>583000</b>	<b>591102</b>
10 Debtors				31.12.22
Debtors	52963			65566
Prepayments	18048			3374
	<b>71011</b>			<b>68940</b>
11 Creditors				31.12.22
Trade creditors	-402			170
Accrued expenses	-8202			-51742
Taxes and pensions	-12280			-11391
Deferred income	-77536			-23608
	<b>-98420</b>			<b>-86571</b>
Amounts falling due - more than one year				
Property Loan	<b>-155000</b>			<b>-190000</b>

The property loan is interest free and repayable as reserves permit

## Good Shepherd Services CIO Notes to the Financial Statements

Year ending 31st December 2023

12	Brought forward	Income	Expenditure	Transfers	Carried forward
<b>Movement in Funds</b>					
<b>Restricted funds</b>					
Client welfare	24395	323849	-320971	2609	10390
Property renovation	10090	35000	-45090		
Capital Fund	258000		-12000		246000
Salary funds	14346	65158	-71521		7983
	<b>306831</b>	<b>424007</b>	<b>-469074</b>	<b>2609</b>	<b>264373</b>
<b>Unrestricted funds</b>					
Food and client support	310861	544303	-470591	-2609	381964
<b>Designated funds</b>					
Property renovation fund	125000				125000
	<b>435861</b>	<b>544303</b>	<b>-470591</b>	<b>-2609</b>	<b>506693</b>
<b>Total funds</b>	<b>742692</b>	<b>968310</b>	<b>-939665</b>		<b>771337</b>

Transfers represent overspend on restricted funds recouped from unrestricted funds. Food and client support funds provide food parcels, hot meals and support services. The Capital Fund represents amounts raised to fund the purchase and renovation of 65 Waterloo Road. Salary funds are grants to pay specific salaries of support workers. The Property Renovation Fund provides a reserve against future cyclical maintenance.

13	Year to 31.12.22		Restricted		Total	Year ended
Comparative Statement of Financial Activities	Note	Unrestricted funds	funds	Capital funds		31.12.23
<b>Income</b>						
<b>Donations</b>						
General donations	2	148843	11125		159968	177142
<b>Charitable activities</b>						
Grants and contracts	3	436702	240110		676812	774262
Miscellaneous income		12504			12504	16906
		<b>598049</b>	<b>251235</b>		<b>849284</b>	<b>968310</b>
<b>Expenditure</b>						
<b>Charitable activities</b>						
Food and client support programmes	5	546739	216851		763590	939665
Property depreciation				12000	12000	
Fundraising & PR		27594			27594	
		<b>574333</b>	<b>216851</b>	<b>12000</b>	<b>803184</b>	<b>939665</b>
<b>Net income</b>		23716	34384	-12000	46100	28645
<b>Transfers between funds</b>		3676	-3676			
Other recognised gains/losses		27392	30708	-12000	46100	28645
<b>Net movement in funds</b>		27392	30708	-12000	46100	28645
Funds brought forward		408469	18123	270000	696592	742692
<b>TOTAL FUNDS</b>		<b>435861</b>	<b>48831</b>	<b>258000</b>	<b>742692</b>	<b>771337</b>

All income and expenditure is from continuing operations

## Good Shepherd Services CIO Notes to the Financial Statements

Year ending 31st December 2023

14

### Analysis of Net Assets between Funds

Fixed Assets  
Net Current Assets  
Long term liabilities

Restricted	Unrestricted	Total Funds
246000	333543	579543
-84476	328421	243945
	-155000	-155000

---

<b>264374</b>	<b>506963</b>	<b>771337</b>
---------------	---------------	---------------

---

### Comparative as at 31.12.22

Net Current Assets  
Long term liabilities

258000	333102	591102
-29925	292759	262834
	-190000	-190000

---

<b>306831</b>	<b>435861</b>	<b>742692</b>
---------------	---------------	---------------

---



[www.gsmwolverhampton.org.uk](http://www.gsmwolverhampton.org.uk)

**GOOD SHEPHERD SERVICES**

England & Wales - Charity number 1165909

---

# Accounts

---

# Annual Report

January - December 2022

[www.gsmwolverhampton.org.uk](http://www.gsmwolverhampton.org.uk)



# Contents

Reference & Administrative Information	3
Trustees' Report	4 - 10
Independent Examiners' Report	11
Statement of Financial Activities	12
Balance Sheet	13
Statement of Cash Flows	14
Notes to the Financial Statements	15 - 20

# Reference & Administrative Information

## Charity Registration 1165909

### Principal Address

65 Waterloo Road  
Wolverhampton  
WV1 4QU

### Trustees Who Held Office During The Year

Brother Charles Searson  
Brother Malachy Brannigan  
Brother Robert Moore  
Hetty Dodd  
Lynne Moran  
Nigel Tinsley (Chair)  
Vivienne Brown

### Chief Executive

Tom Hayden CMgr FCM

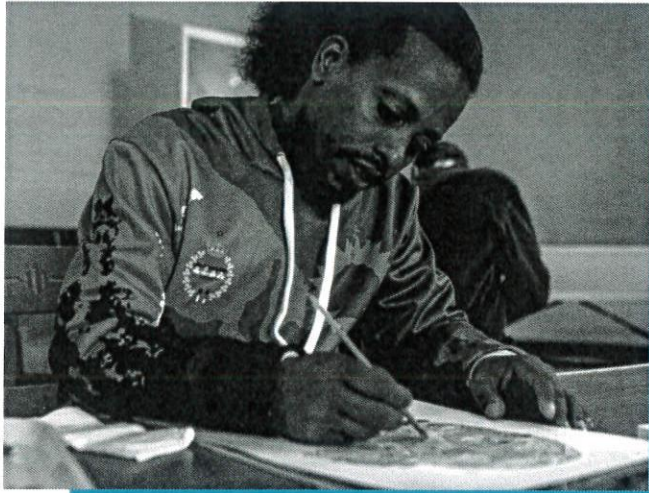
### Independent Examiner

Cotterell & Co Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton

### Bankers

**Lloyds Bank**  
Queens Square  
Wolverhampton

**Barclays Bank**  
Lichfield Street  
Wolverhampton



from homelessness, mental health, and addiction.

Our key strategic goals are:

- To be a provider of quality care and support driven by our values
- To be a trusted and responsible employer
- To be an innovative and dynamic charity
- To remain a strong and financially viable charity

### Our Work

Wolverhampton is a diverse city, and we have people access our services from 61 different countries of origin. There's a fantastic community spirit and sense of togetherness and we work closely with local partners from grassroots voluntary groups through to the local authority and statutory partners. Because we've been in the city for so long, we have an excellent relationship with the local community, charities, community groups, and the people that use our services.

Wolverhampton has real strengths, but it's also a deprived city with high levels of poverty and inequality putting in the top 10% of deprived areas in England. Wolverhampton has some of the highest unemployment rates in the country with the youth



# Trustees' Report

## Structure Governance & Management

The charity is registered as a Charitable Incorporated Organisation (CIO) and is governed by the Constitution registered with the Charity Commission in October 2021.

The organisation is governed by Trustees with the day to day management of the charity delegated to a Chief Executive. The Trustees have a wide range of skills and experience related to our work and meet a minimum of four times per year to ensure the charity is meeting its responsibilities. A subcommittee led by the Chair of Trustees meets quarterly to review finance, fundraising, and prepare financial information for the Board.

Our Chief Executive has over 14 years' experience working in the third sector and is supported by a Business and Finance Manager, a Project Manager, and four Team Leaders that manage the day-to-day services. Our management team is made up of a 50% ratio of males and females.

## Our Purposes & Activities

The Good Shepherd has a long history of supporting the most disadvantaged people in Wolverhampton and Christmas Eve 2022 marked the 50th anniversary of the Little Brothers of the Good Shepherd opening a night shelter in the city. Our mission is to end homelessness, support recovery, and create pathways out of poverty. We achieve this by providing crisis support including food, practical support, and interventions to relieve homelessness, support to prevent people from becoming homeless, and interventions and activities that support recovery

unemployment rate almost double the national average. These challenges drive our work, and we support people who are marginalised and disadvantaged including people experiencing homelessness, poor mental health, migrants and new communities, unemployed/low incomes, families with support needs, and people with complex and multiple needs.

Over the last five years we have redefined the charity looking at our structure, our strengths, and the needs of our community. Our aim is to provide the best possible service to the people

that walk through our doors, and to ensure our service users voices are heard. As an organisation we're committed to a Psychologically Informed Environment (PIE). We want people that access the Good Shepherd to feel supported in line with our values, specifically in a way that is hospitable, compassionate, that they are respected, there is trust, we operate with integrity, and that they are involved and engaged with the service.

In 2022 we developed a new PIE plan with support from Consultant Clinical Psychologist Dr Michelle Ginty. Two half day sessions were facilitated by Dr Ginty in February and March 2022 to evaluate the organisations strengths, areas of development, and ambitions, regarding the five key elements of PIE and to explore practical and measurable ways of embedding PIE in the organisation and aligning it with the charity's vision, mission, and values.

### 50 Years Of Good

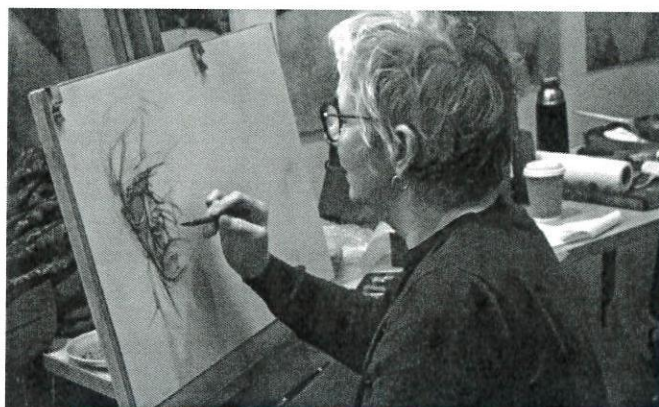
The year 2022 marked 50 years since the Good Shepherd first started providing support in Wolverhampton. As a result, a range of different celebration events were held during the year both as fundraisers but also to raise awareness of the charity's continuing role within the local community.



The year began with a Service of Thanksgiving held at the Good Shepherd and attended by different faith leaders and finished with a service of celebration staged at St Peter's Collegiate Church in the City Centre. Both events offered the opportunity for people from the Good Shepherd's history to come together and reflect on the impact which the charity has had across half a century, as well as looking to the future.

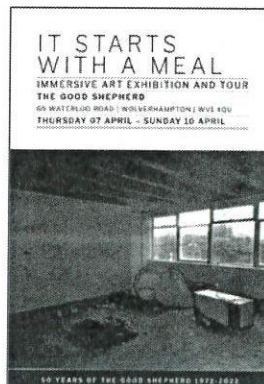
### British Art Show

Another undoubted highlight of 2022 was the Good Shepherd's participation as one of the ambassadors for the British Art Show - BAS9. The show was hosted in Wolverhampton and the charity worked with the School of Art at the University of Wolverhampton and Wolverhampton Art Gallery so that service users could experience multimedia art workshops.



During BAS9, Good Shepherd were thrilled to host its own four-day exhibition at our centre on Waterloo Road. Service users who attend the art and photography classes co-produced the exhibition with members of the Good Shepherd team, local artists, and volunteers, with visitors able to sample a fully immersive experience showcasing the realities of homelessness in Wolverhampton.

It was one of the biggest and most complex projects the charity has ever delivered but which proved a resounding success. Comments from visitors included 'very impressive, inspirational and humbling', 'motivating, compassionate and expressive' and 'what a heartfelt exhibition - it really was quite moving.'



# Support Services

"The Good Shepherd have done that much for me, from putting the clothes on my back to food in my stomach, letting me come and talk when I am stressed out and spitting fire, having someone there that I can have a cry to and a moan to."

Darryl



## Housing First

During 2022 we continued to deliver a Housing First service in Wolverhampton which has been extremely successful. We believe that everyone deserves a home, and that housing is a universal right, and we're proud to deliver this service for people experiencing severe and multiple disadvantages. Alongside Wolverhampton Homes we've housed and supported 45 people with a long-term history of street homelessness and complex needs into their own accommodation. Our team continues to provide person-centered support to help them take the next steps in their journey.

## LEAP

In January 2022 we launched LEAP - standing for Lived Experience into Action Project. It's an exciting new five-year project which helps prevent homelessness and activate lived experience. This project offers individuals with lived experience of homelessness and other issues the chance to undergo



training on our programme and move into a position where, not only can they access employment opportunities, but they can support Good Shepherd service users having previously been in their position.

LEAP provides rapid access to housing interventions, develops a peer mentor project, and creates an expert panel and forum for people who've experienced homelessness and multiple disadvantages.

## Peer Support - Liaison & Diversion Scheme

In August we successfully tendered for a new project working alongside the Black Country Healthcare NHS Foundation Trust to employ and train Peer Support Workers with lived experience of mental health and offending to be placed in the Liaison and Diversion (L&D) team. The L&D team works across courts, police stations, and community settings to support people with mental health and other vulnerabilities who are in the criminal justice system and help them access the support they need.

We employed and placed two individuals with the team to provide peer support and lived experience mentoring and trained a further three volunteers to engage with forums, give expert feedback, and be involved in interview panels for the NHS Trust including interviewing for the new Clinical Lead post.

Our work with LEAP and providing Peer Support Workers with lived experience for the NHS Mental Health Liaison and Diversion scheme has increased the number of people with lived experience we employ to more than half of our entire team. Building on this we will continue to offer volunteering and employment opportunities for people with lived experience at the Good Shepherd and explore opportunities to deliver more of this work.

For the past two years, we've run a project called New Start providing intensive support for adult offenders with a history of homelessness and rough sleeping, many of whom have complex issues. We also work with Private Rented Sector (PRS) landlords in Wolverhampton and tenants in PRS to provide a landlord mediation service and support for tenants to reduce evictions and provide access to affordable quality PRS accommodation for people who are homeless.

## Food Service

The Food Service continues to offer regular food support to both individuals and families, with an overall increase in need in the last year, largely due to the cost-of-living crisis.

We have been able to sustain the service and, so far meet the increased demand for food thanks to strong links with a diverse range of food supporters throughout the City. Once again, a large proportion of our food supplies came from community

donations - particularly at Harvest and Christmas - for which we are sincerely grateful.

Our network of support services continued to grow in the last year, and we welcome a variety of partner agencies to the Good Shepherd each week to provide advice and guidance to clients that visit the Food Service, including housing support, substance misuse services and a dentist.

Looking ahead, we will continue to grow our network of food partners and supporters in order to help those that need us, whilst working with our clients to build resilience and create sustainable pathways out of poverty.

### Our Team

Our team of staff and volunteers are a huge asset and it's important that they feel valued, supported, and have access to training and development opportunities. This year we took the team for a staff away day to reflect on our mission, vision, and values before in the afternoon taking part in some games and activities together. We also continued the monthly staff get-togethers where we provide lunch or breakfast for the team to get together, share a meal, build relationships and offload.

### Our Volunteers

During 2022 we were supported by over 80 volunteers including more than 40 individuals who regularly volunteered, 5 service user volunteers, 5 LEAP Peer Navigators, and 32 corporate volunteers from local organisations and businesses. Collectively they contributed a staggering 7,213 hours of their time.

What is also a hugely valuable part of the Good Shepherd is that several of our volunteers are former service users. In welcoming them to give their time to support others, we can also work closely with them to develop their skills, build experience and assess when they are ready for one of our more

formal programmes or external training opportunities. People can access the programme once they have attained a level of stability and we provide training, support, and opportunities for people to progress.

### Ambassadors

The team of Good Shepherd ambassadors continue to support the work of the charity in different ways when they are available. A new ambassador was added to the group near the start of 2022 in the form of the Archbishop of Birmingham, the Most Rev Bernard Longley. Archbishop Longley said he was 'delighted and honoured' to be asked to become an ambassador. "The Good Shepherd reaches out to those who most deserve our love and support - those who are most in need," he added.

The team of ambassadors is completed by former Wolves and Nigeria goalkeeper Carl Ikeme, soul singer/songwriter Jaki Graham, BBC broadcaster Natalie Graham, Birmingham-based professional boxer Niall Farrell and Wolverhampton comedian Jack Kirwan.

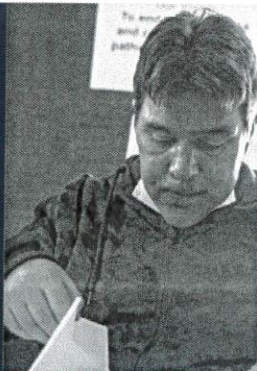
### Media Coverage

The Good Shepherd continued to receive positive media coverage during 2022 across a variety of sources, including the Express & Star newspaper, BBC WM and Wolverhampton Community Radio. This covered both the fundraising and events connected with the 50th anniversary, but also important projects such as LEAP, which was launched with interviews to both local radio stations.

Also, on Liz Truss's first day as Prime Minister in September 2022, a crew from Channel 4 news visited the Good Shepherd as part of compiling a special report on what Wolverhampton was looking for from the new Prime Minister. This included interviews with staff and service users as part of a lengthy report which kicked off their flagship evening news bulletin.

"I have been helped by Good Shepherd before so it's nice to be able to volunteer and give something back. It gets me out and about and makes me feel I am doing something positive."

John





# Good Shepherd Actions all projects snapshot 2022

**Number of people who accessed our services**

Individuals / Single **842** | Families **220**



## External referrals

We worked with agencies in the city including drug and alcohol treatment, housing agencies, financial support, and debt advice.

**45** people with multiple complex needs supported through Housing First

Our Lived Experience into Action Project (LEAP) provided

	Interventions	<b>353</b>
	Housing advice sessions	<b>72</b>
	Employment, training, and education interventions	<b>67</b>
	Meaningful activity sessions delivered	<b>158</b>
	Attendances	<b>562</b>

## No. of Meals / Food Interventions



**13676**

Dining service



**3162**

Family food pantry



**6659**

Take out



**8996**

Food parcel

## Key Interventions



**147**

Addiction/ substance misuse



**171**

Support with mental health



**1057**

Housing advice



**489**

Benefit advice

## Outcomes

Better management of mental health	62		Gained accommodation	<b>45</b>
Better management of physical health	40		Training or education	<b>52</b>
Engaged in community activities	38		Improved money management	<b>104</b>
Gained paid employment	9			
Increased engagement in treatment services	20			
Started volunteering (internal)	12			

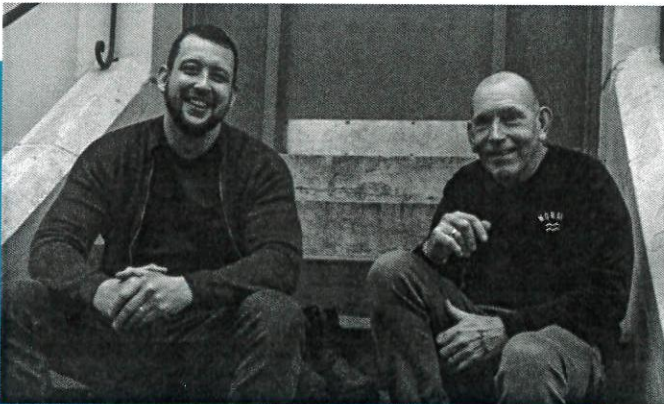
# Our Achievements & Performance

## Financial Review

Our operating surplus from charitable activities in 2022 was £46,102. This was a huge achievement as we have seen a significant rise in our utility bills and other purchases which are needed to run our services. In 2022 we received a capital grant from the St John of God Better Lives Grant Programme to refurbish 63 Waterloo Road allowing us to extend our services and then host partner agencies in that space.

## Events & Fundraising

The 50th anniversary also offered the opportunity for a variety of different fundraising activities to support the work of the Good Shepherd.



During May 2022, Good Shepherd CEO Tom Hayden and Housing First Key Worker Paul Burns embarked on a 50-mile walk - 50 miles for 50 years - which took them from Wrexham to Snowdonia before being joined by other members of the team to climb Snowdon. This challenge alone ended up raising in excess of £4,000.

Other activities around the '50 Years of Good' fundraising campaign included a car wash, Sunday Lunch and sale of cakes made entirely from food waste as staff and volunteers aimed to raise funds and engage the local community.

This diversity of fundraising was also illustrated by the first Good Shepherd comedy nights, as first Clinton Baptiste - from Peter Kay's Phoenix Nights - performed to a sell-out crowd at the Cleveland Arms sports bar. Then, later in the year, Good Shepherd ambassador Jack Kirwan, also a comedian, was joined by several others including rising star Josh Pugh for another hugely successful event at the ECC Club. Both events not only raised valuable funds but also helped spread the message of the Good Shepherd and open the charity up to new audiences.

The Good Shepherd remain hugely appreciative of the close working relationship with Wolves FC, particularly Wolves Foundation, and Wolves Former Players Association. Being asked to partner up and help organise the annual Molineux Sleepout was another of the year's highlights and brought in over £25,000 of valuable fundraising.

## Podcasts

During 2022 we continued to record and release a series of podcasts across many different subjects. These involved our service users sharing their stories but also influential people from the city including the Mayor at the time, Councillor Greg Brackenridge, and local Councillor Lynne Moran, also a Good Shepherd trustee. We also used the podcasts to inform people of the Good Shepherd's history and hopes for the future and help promote fundraising activities such as the '50 miles for 50 years' walking challenge.

## Future Activities & Plans

Involving people that use our services in the review and development of the organisation is extremely important to us. In 2023 we will continue to hold regular service user forums, consultations, and will coproduce and roll out our Expert Advisor model. Expert Advisors will be people who have used/are using our services that want to get involved in improving the Good Shepherd and ensuring lived experience is at the heart of that development.

Next year we will be launching our new fundraising campaign Miles into Meals encouraging our supporters to take on challenges and raise funds and awareness for the Good Shepherd. Supporters are being asked to take on their own fundraising challenges, however big or small, and however they want to cover a distance.

This could be walking, running, cycling, swimming - even skipping - all great both for mental and physical health and also hopefully attracting sponsors to support the Good Shepherd. All funds raised will be invested directly into the Good Shepherd's free to access food and crisis support services.



To meet the growing demand for food and support relating to the ongoing cost of living crisis in 2023 we're launching a new "community shop", and a café social enterprise in Wolverhampton in partnership with the Wolves Foundation and supported by the local authority.

## Statement of Financial Activities for the year ending 31st December 2022

	Note	Unrestricted Funds	Restricted Funds	Restricted Capital Funds	TOTAL	9 Months to 31.12.21
<b>INCOME</b>						
<b>Donations</b>						
General donations	2	148843	11125		159968	122936
<b>Charitable Activities</b>						
Grants and contracts	3	436702	240110		676812	693629
Miscellaneous income		12504			12504	17576
		<b>598049</b>	<b>251235</b>		<b>849284</b>	<b>834141</b>
<b>EXPENDITURE</b>						
<b>Charitable Activities</b>						
Food and client support	4	574333	216851		791184	512140
Property depreciation				12000	12000	5000
		<b>574333</b>	<b>216851</b>	<b>12000</b>	<b>803184</b>	<b>517140</b>
<b>NET INCOME</b>						
Transfers between funds		23716	34384	-12000	46100	317001
		3676	-3676			
		27392	30708	-12000	46100	317001
Other recognised gains/losses						
<b>Net Movement in Funds</b>		27392	30708	-12000	46100	317001
Funds brought forward		408469	18123	270000	696592	379591
<b>TOTAL FUNDS</b>	<b>12</b>	<b>435861</b>	<b>48831</b>	<b>258000</b>	<b>742692</b>	<b>696592</b>

All income and expenditure is from continuing operations

The café will directly employ at least two people with lived experience of homelessness, mental health, or poverty and financial exclusion. Once the project is established, we will develop a volunteering pathway where service users are trained to work in the shop and café, complete food hygiene and related training courses, and develop skills to move towards employment.

The café space will be used to raise awareness and engage the local community. It also offers an opportunity to fundraise to a different audience including highlighting individual and corporate giving, fundraising events, and selling items including our new Good Shepherd calendar. We will also sell artwork and greeting



cards which have been produced by clients from our meaningful activity programme with proceeds restricted to supporting the continuation of our art and meaningful activity projects.

From January 2023 the Housing First project becomes part of the wider Rough Sleeper support services. Good Shepherd will continue to deliver this crucial service and in the new year we will be working with partners in the city to integrate the service and develop pathways. We will also be launching a new accommodation for ex-offenders service securing private sector accommodation for people recently released from prison including early engagement work pre-release.

In 2022 we successfully bid for £70k capital funding to improve our premises by adding disabled access to the ground floor, updating the toilets, and installing a new reception which is more welcoming and hospitable for service users and visitors. Building work is due to start in January 2023 and will dramatically improve our facilities.

We will continue to explore opportunities to license and rent space to local organisations who share our values and ethos to generate income which can be used towards supporting people in our city.

## Reserves Policy

The Trustees have examined the Charity's requirements for reserves considering the main risks to the organisation. They are committed to generating sufficient reserves to support current organisational activities in the event of any unexpected withdrawal or downturn in funding.

They have established a reserves policy to ensure that there are sufficient reserves to provide ongoing services to service users until alternative provision can be provided by other organisations. The Trustees consider that there should therefore be sufficient Net Current Assets readily available funds to meet six months running costs, with the current level of reserves at 25 weeks which the Trustees believe to be satisfactory.

## Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 and given careful consideration to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives for the year. The Trustees consider how planned activities will contribute to the aims and objectives they have set.

## Related Parties

Good Shepherd Services is a CIO and registered charity formed out of the work of the Little Brothers of the Good Shepherd in Wolverhampton. In 2021 St John of God Hospitaller Services (SJOG) a UK charity (1108428) became the sole member of the Good Shepherd Services, making us a wholly owned subsidiary but with an independent board of trustees, our own accounts, and the autonomy to set our own strategic direction and make our own operational decisions. SJOG provides support when needed to help us achieve our charitable objectives and we can draw on their considerable expertise and experience.

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection or contractual relation between a trustee or senior manager of the charity and a related party must be disclosed to the full board of trustees. In the current year no such related party connections were reported.

Signed on behalf of the Trustees,

Nigel Tinsley  
Chair

# Independent Examiner's Report to the Trustees of Good Shepherd Services

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31st December 2022 which are set out on pages 12 - 20.

## Responsibilities & Basis of Report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

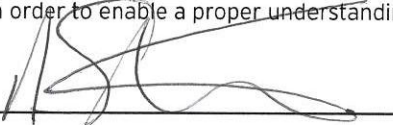
## Independent Examiner's Statement

I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed 

Date 31/8/23


ARW Storey  
F.C.A.

Cotterell & Co  
Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton  
WV2 1AA

## Balance Sheet as at 31st December 2022

	Note			As at 31.12.21
<b>Fixed Assets</b>				
Tangible Fixed Assets	9	591102		604109
<b>Current Assets</b>				
Debtors	10	68940	74705	
Cash at bank		359221	255830	
		<b>428161</b>	<b>330535</b>	
<b>Creditors</b>				
Amounts falling due within one year	11	-86571	-38052	
<b>Net Current Assets</b>			341590	292483
<b>Creditors</b>				
Amounts falling due in more than one year		-190000		-200000
<b>Net Assets</b>		<b>742692</b>		<b>696592</b>
<b>Funds</b>				
Restricted funds		48831		18123
Restricted capital fund		258000		270000
Unrestricted and designated fund		435861		408469
	12	<b>742692</b>		<b>696592</b>

Signed by Nigel Tinsley on behalf of the Trustees

Signed 

Date 2-9-23

## Statement of Cash Flows for the year ending 31st December 2022

		9 Months to 31.12.21
<b>Cash Flows From Operating Activities</b>		
Net income	46100	317001
<b>Adjustments For</b>		
Purchase of fixed assets	-5217	-609273
Depreciation of tangible fixed assets	18225	10224
Increase/decrease in debtors	5766	-24650
Increase/decrease in creditors	48517	169691
	67291	-454008
<b>Net Cash Provided by Operating Activities</b>	<b>113391</b>	<b>-137007</b>
<b>Cash Flows from Financial Activities</b>		
Repayments of borrowings	-10000	
Net increase/decrease in cash	103391	-137007
Cash at beginning of year	255830	392837
<b>Cash at End of Year</b>	<b>359221</b>	<b>255830</b>

# Good Shepherd Services CIO

## Notes to the Financial Statements

### for the year ending 31st December 2022

#### 1. Accounting Policies

- a. Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received. Gifts in kind are valued at their estimated value to the project and included under the appropriate headings.
- b. Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. Where it is not possible to value the goods or services, such as volunteer time or donated goods, the accounts do not include them. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them.
- c. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- d. Restricted funds are to be used for the specified purpose as laid down by the donor. Expenditure which meets these criteria is identified to the fund.
- e. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- f. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- g. Alterations to leasehold premises are written off in full in the year in which they are incurred.
- h. Fixed assets are for use by the charity in fulfilling its main charitable objectives and are capitalised and depreciated. Depreciation is provided on all fixed assets at rates calculated to write off the costs of each asset over its estimated useful life at the following rates:

Equipment	33% per annum - straight line basis
Freehold Property	2% per annum - straight line basis
Motor Vehicles	33% per annum - straight line basis
Computers	33% per annum - straight line basis

#### 2. Donations

	Unrestricted	Restricted	9 Months to 31.12.21
Churches and faith-based giving	9726		12514
Gift Aid recovered	6360		24342
Legacies	11600	8325	5400
Individual giving	93203	800	70888
Companies and organisations	27954	2000	9792
	<b>148843</b>	<b>11125</b>	<b>122936</b>

### 3. Income from Charitable Activities

	Unrestricted	Restricted	9 Months to 31.12.21
<b>Contracts</b>			
Black Country Health Care NHS Trust	38600		
City of Wolverhampton	346380	43059	243426
	<b>384980</b>	<b>43059</b>	<b>243426</b>
<b>Grants</b>			
PAR Charitable Trust			10000
Community Initiative Fund			3500
Maximus Foundation			2500
Grimmit Trust			2000
R and D Turner Trust	5000		3000
Arnold Clark			1000
Garfield Weston			25000
Mid Counties Co-op			2642
Sainsburys			1000
Eveson Charitable Trust			285000
E and D Cadbury Trust			2000
Wolverhampton University		3750	1667
Mayor's Ward Fund		1000	
Charles Burrrell 2016 Settlement			10000
Tudor Trust		33334	31518
Tudor Trust		2000	
T and GWU		2944	1846
29th May 1961 Charitable Trust	7500		7500
Wolves Foundation Virtual Sleepout			25000
Neighbourly(Lidl)	4150		
Big Give Trust	1250	2250	
PB Dumbell	2000		
Tesco	1125		
Lord Barnbys Foundation	2000		
February Foundation	3000		
Beatrice Laing	5000		
Adint Trust	10000		
Millie's Watch	5000		
Muras Baker	1300		
Grimmit Trust	3000		
Hedley Foundation		2200	
Oak Foundation		52094	
Porticus		37493	
St John of God Better Lives capital grant		58091	
Grants £1000 and under	1397		1527
	51722	195156	416700
less: deferred to future periods		-23608	-24879
add: deferred from previous periods		25503	58382
	<b>51722</b>	<b>197051</b>	<b>450203</b>
Total grants and contracts per SoFA	<b>436702</b>	<b>240110</b>	<b>693629</b>

Adint Trust	10000		
Millie's Watch	5000		
Muras Baker	1300		
Grimmit Trust	3000		
Hedley Foundation		2200	
Oak Foundation		52094	
Porticus		37493	
St John of God Better Lives capital grant		58091	
Grants £1000 and under	1397		1527
	<b>51722</b>	<b>195156</b>	<b>416700</b>
less: deferred to future periods		-23608	-24879
add: deferred from previous periods		25503	58382
	<b>51722</b>	<b>197051</b>	<b>450203</b>
<b>Total grants and contracts per SoFA</b>	<b>436702</b>	<b>240110</b>	<b>693629</b>

JANUARY – DECEMBER 2022

#### 4. Food & Client Support

	Food	Client Support	Total	9 Months to 31.12.21
Salaries	115100	379068	494168	328369
Depreciation	8681	3348	12029	1074
Training		1380	1380	
Volunteer expenses	162	714	876	461
Equipment costs	570		570	850
Cleaning and waste disposal	7430		7430	3550
Food costs	3765	10550	14315	9601
Client welfare		69581	69581	23808
Disposable items	4085	123	4208	3488
Property costs	11502	1500	13002	8562

Tenancy Support		5228	5228	13111
Motor and travel expenses	3475	3022	6497	7304
Telephone	3264	3280	6544	2868
Office expenses	448	5583	6031	5949
Support costs	25180	82927	108107	103145
	<b>183662</b>	<b>566304</b>	<b>749966</b>	<b>512140</b>

## 5. Support Costs

9 Months to 31.12.21

Salaries		33607	26743
Depeciation		6196	
Training		3304	4150
Volunteer expenses		301	
Professional fees			4056
Property costs		15309	23593
Rent			11667
Motor and travel expenses		1479	
Independent examintion		810	456
Marketing and communications		27594	18789
Trustee expenses			
IT costs		8675	2192
Telephone		5024	3774
Insurance		3365	2989
Other costs		2443	4736
		<b>108107</b>	<b>103145</b>
Major property renovation		<b>53218</b>	

Property costs are allocated on the basis of space used  
Support costs are allocated on the basis of staff numbers

JANUARY – DECEMBER 2022

## 6. Net Income/Expenditure

<b>Net Income /expenditure is shown after charging:</b>	<b>9 Months to 31.12.21</b>	
Depreciation - owned assets	18225	10224
Independent examiners fee	810	575
Trustee expenses	NIL	NIL

## 7. Trustees' Remuneration & Benefits

No Trustee received any remuneration or benefits (9 Months to 31.12.21- Nil)

## 8. Staff Costs

	<b>9 Months to 31.12.21</b>	
Wages	484956	324628
Pension contributions	9543	6695
Social security costs	44489	27591
	<b>538988</b>	<b>358914</b>

The number of employees receiving more than £60,000 was NIL ( 2020 - NIL )

The average number of staff employed was 19 ( 2021 - 19 )

## 9. Tangible Fixed Assets

	<b>Equipment</b>	<b>Computers</b>	<b>Freehold Property</b>	<b>Total</b>
<b>COST</b>				
At 1st January 2022	9735	22785	600000	632520
Additions		5217		5217
Disposals				
<b>At 31st December 2022</b>	<b>9735</b>	<b>28002</b>	<b>600000</b>	<b>637737</b>
<b>DEPRECIATION</b>				
At 1st January 2022	7696	15715	5000	28411
Charge for the year	1681	4543	12000	18224
<b>At 31st December 2022</b>	<b>9377</b>	<b>20258</b>	<b>17000</b>	<b>46635</b>
<b>NET BOOK VALUE At</b>				
<b>31st December 2022</b>	358	7744	583000	591102
At 31st December 2021	2039	7070	595000	604109

**10. Debtors**

		<b>31.12.21</b>
Debtors	65566	18702
Prepayments	3374	56004
	<b>68940</b>	<b>74706</b>

**11. Creditors**

		<b>31.12.21</b>
<b>Amounts Falling Due Within One Year</b>		
Trade creditors	170	
Accrued expenses	-51742	-2169
Taxes and pensions	-11391	-11004
Deferred income	-23608	-24879
	<b>-86571</b>	<b>-38052</b>
<b>Amounts Falling Due - More Than One Year</b>		
Property loan	-190000	-200000

The property loan is interest free and repayable as reserves permit

**12. Movement in Funds**

	<b>Brought Forward at 1st Jan 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Carried Forward at 31st Dec 2022</b>
<b>Restricted Funds</b>					
Client welfare	10389	101057	-86500	-552	24394
Property renovation		58091	-48001		10090
Capital Fund	270000		-12000		258000
Salary funds	7734	92087	-82350	-3124	14347
	<b>288123</b>	<b>251235</b>	<b>-228851</b>	<b>-3676</b>	<b>306831</b>
<b>Designated Funds</b>					
Property renovation fund	125000				125000
<b>Unrestricted Funds</b>					
Food and client support	283469	598049	-574333	3676	310861
<b>Total Funds</b>	<b>696592</b>	<b>849284</b>	<b>-803184</b>		<b>742692</b>

### 13. Comparative Statement of Financial Activities

	Unrestricted Funds	Restricted Funds	9 months to Dec 2021	Year ended 31.12.22
<b>INCOME</b>				
<b>Donations</b>				
General donations	120997	1939	122936	159968
<b>Charitable Activities</b>				
Grants and contracts	349495	344134	693629	676812
Miscellaneous income	17576		17576	12504
	<b>488068</b>	<b>346073</b>	<b>834141</b>	<b>849284</b>
<b>EXPENDITURE</b>				
<b>Charitable Activities</b>				
Food and client support programmes	404005	113135	517140	796184
	<b>404005</b>	<b>113135</b>	<b>517140</b>	<b>803184</b>
<b>NET INCOME</b>	84063	232938	317001	46100
Transfers between funds	9266	-9266		
	93329	223672	317001	46100
Other recognised gains/losses				
<b>Net Movement in Funds</b>	93329	223672	317001	46100
Funds brought forward	315140	64450	379590	696592
<b>TOTAL FUNDS</b>	<b>408469</b>	<b>288122</b>	<b>696591</b>	<b>742692</b>

All income and expenditure is from continuing operations



**GOOD SHEPHERD SERVICES**

England & Wales - Charity number 1165909

---

# Accounts

---

# Annual Report

April - December 2021

[www.gsmwolverhampton.org.uk](http://www.gsmwolverhampton.org.uk)



# Contents

Reference and Administrative Information	3
Trustees' Report	4 - 9
Independent Examiners Report	10
Statement of Financial Activities	11
Balance Sheet	12
Statement of Cash Flow	13
Notes to the Financial Statements	14 - 19



# Reference and Administrative Information

## Charity Registration 1165909

### Principal Address

65 Waterloo Road  
Wolverhampton  
WV1 4QU

### Trustees Who Held Office During The Year

Brother Charles Searson  
Brother Malachy Brannigan  
Brother Robert Moore  
Hetty Dodd  
Lynne Moran  
Nigel Tinsley (Chair)  
Patricia Kemp - Resigned October 2021  
Vivienne Brown

## Chief Executive

Tom Hayden

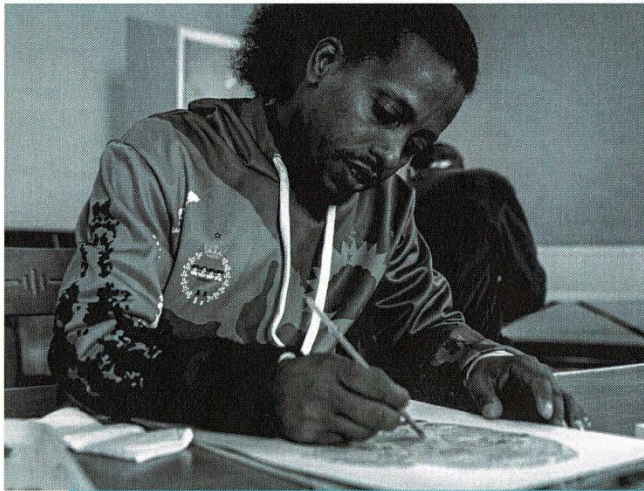
## Independent Examiner

Cotterell & Co Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton

## Bankers

Lloyds Bank  
Queens Square  
Wolverhampton

Barclays Bank  
Lichfield Street  
Wolverhampton



# Trustees' Report

## Structure Governance and Management

The charity is registered as a Charitable Incorporated Organisation (CIO) and is governed by the Constitution registered with the Charity Commission in October 2021.

The organisation is governed by eight trustees with the management of the charity delegated to a Chief Executive. Our Chief Executive is a Chartered Manager with over 13 years' experience working in the third sector and is supported by a Business and Finance Manager, a Project Manager, and three Team Leaders that manage the day-to-day services. Our management team is made up of a 50% ratio of males and females.

There is a standing agenda item at board meetings for service user feedback, we have an engaged and proactive service user forum, and we are developing an Expert Advisory Group (EAG) to support the strategic direction, management, and development of the service.

## Our Purposes and Activities

The Good Shepherd was established by the Brothers of St John of God, a religious order who have supported the local community for 50 years. Two of our core values are hospitality and compassion for the most disadvantaged. Our aim is to end homelessness in Wolverhampton and support people out of poverty. We work with the most disadvantaged people in our community including people with multiple and complex needs, asylum seekers, and people experiencing homelessness.

Over the last two years the Good Shepherd has expanded the support we offer to include our food services, a day centre, meaningful activity programme, Housing First service, and a multi-agency hub bringing together a wide range of agencies. Our team works with landlords and lettings agents to source quality affordable accommodation in the private rented sector, provide support for tenants to sustain their tenancy, and a mediation service for landlords to prevent evictions and homelessness.

We use the Recovery Model to formulate our approach to working with people, focusing on identifying strengths, values, and interests, and using that as the basis for change. We work with people to find a purpose and offer volunteer and involvement opportunities at the service and within the wider community. Our support team have all been trained in Psychologically Informed Environments and we design and deliver our services in a trauma informed way.

Historically our work has been crisis intervention providing food, practical support, and interventions to relieve homelessness, but we are starting to shift our work towards preventing people from becoming homeless and supporting them to develop their skills and abilities alongside services that support recovery from homelessness, mental health, and addiction.



Some of the people accessing us have slept rough for decades and have multiple and complex needs. Our recovery work helps them to adapt to living in accommodation and reintegrate with society whilst also providing opportunities for them to learn skills at sessions like our cooking/budgeting class and develop a positive social network at our peer support groups, active groups, or creative sessions.

We provide a hot meal through a dining service twice a week for up to 130 people, takeout meals once a week, and food parcels

for individuals and families. In 2021 we adapted our family service into a community pantry model where people can attend our "shop", choose the items they want from the selection available, and access support from our team and the agencies onsite. We made this change to meet the growing demand from local families and so that our services are delivered in a more dignified way.

Our food, showers, and laundry services have often been the first point of contact with people who are homeless, but this is just the starting point of the support we offer. Alongside our team we have partner agencies delivering services onsite including Changing Lives (support for people involved in sex work), Recovery Near You (RNY) drug and alcohol treatment team, Wolverhampton Homes homelessness team, and health services including the specialist dental team, TB, and Hepatitis C Nurses.

The Good Shepherd has also played host to visits from a liver nurse specialist from the Royal Wolverhampton NHS Trust who, with thanks to University Hospitals Birmingham NHS Foundation Trust, brought a mobile testing bus to the site to test service users. The team of NHS staff conducted liver scans, known as Fibroscans, and finger prick tests to look for any signs of liver damage and the Hepatitis C virus.



We believe that people aren't "hard to engage" or "hard to reach" in our experience systemic blockages and service barriers are the issue and not the person. The multi-agency space, clinic, and training rooms in our new building allow us to remove some of these barriers and bring services to people in a place they feel comfortable.

Our recovery focused services create a space for people to improve emotional and mental wellbeing, learn new skills, showcase their talents and abilities, and reduce social isolation and build positive peer networks. Sometimes work around

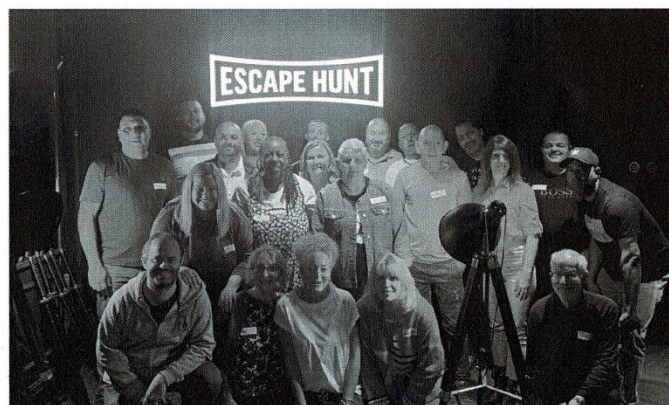
meaningful activities and community projects can be seen as low importance, but in our experience these activities have some of the biggest impact on people's wellbeing and long-term outcomes. With the forced isolation and disconnection that Covid has caused, these services are even more crucial for people in our community.

We are passionate about making sure people's voices are heard and that everyone has the opportunity to be involved in their community. We do this internally by involving people that use our services in the design and delivery of our work, and externally by supporting people to engage with local commissioners, councillors, and MPs to influence local services, and by supporting them to engage with organisations that influence national policy like Revolving Doors agency.

## Our Team

Our team of staff and volunteers are a huge asset to us and it's important they feel valued, supported, and have access to training and development opportunities. More than half of our staff team at all levels of the organisation have lived experience of homelessness, addiction, mental health, or offending.

In September we held a team building day in which staff worked in teams to beat the clock in escape room challenges before turning their hands to an individual task of pizza making. It was an excellent day in which we all buddied up with staff from different parts of the charity, enjoying the chance to get to know people better away from a working environment.



In 2021 we reviewed and updated our Wellbeing and Mental Health policy, introduced monthly staff lunches, a cycle to work scheme, and invested in our training budget to offer a wider range of training opportunities.

We reopened our volunteer application process in 2021 and welcomed some new volunteers to the team alongside the return of some of our longstanding volunteers. We continue to offer structured volunteering placements for people that access our services to help them develop their skills and move towards employment. People can access the programme once they have attained a level of stability and we provide training, support, and opportunities for people to progress.

### New Start Project

The New Start project launched in May 2021, aimed at supporting ex-offenders with a wraparound programme of support tailored to each individual's circumstances and ambitions. Where people come out of prison without any support or anything to look forward to they can find themselves locked in a cycle of re-offending with petty crimes and frequent prison sentences from which it can be difficult to escape.

Thanks to a grant from Porticus, the Good Shepherd launched 'New Start' and employed a Key Worker to provide intensive one to one support and group work. It also includes offering volunteering opportunities, engaging people with local and national forums, and providing meaningful activities.



### Housing First

The Housing First pilot was commissioned by the Department of Levelling Up, Housing and Communities (DLUHC - formerly the Ministry for Housing, Communities and Local Government) in three combined authorities to test the model's effectiveness in the UK. The areas chosen were the West Midlands, Liverpool, and Greater Manchester. Housing First is an internationally recognised intervention for people who have experienced homelessness, have multiple and complex disadvantages, and have been excluded and failed by existing pathways and services.

Several of our clients were happy to be interviewed about their experiences on Housing First to help highlight the value of the pilot, including not just via Good Shepherd videos but also to external media. One Housing First client among the many who have made substantial progress is Matt W who was still drug dependent at the start of the pandemic before joining the programme when coming out of the Redwings Hotel.

"I was a long-term heroin and crack cocaine user for over 20 years and on the streets for long periods of that time," says Matt. I had been in prison and came out clean but then a relationship broke down and I went back to the drugs. It was a horror show, and when Covid came I was in the town centre begging for money because of my habit.



I was in a really bad place with my mental health, using all kinds of stuff, but then someone told me there were people helping the homeless at the Redwings Hotel. I went down there to have a look and staff told me 'yes, we can help you, we can give you a room and help you with all your support needs and connect you with the people you need to be connected with'.

I went onto the Housing First programme, and my worker Ram and the team gave me the support which makes such a difference. The support workers give you their all and there are no strings - they are always there for you and will work at your speed. I couldn't have turned things around any better really, and it feels like now I have got something to live for, every single day."

### Meaningful Activity Programme

During Recovery Month, September 2021, the Good Shepherd hosted two hugely successful art and photography exhibitions where work from service users attending the weekly classes was displayed alongside that of established artists including alumni from the University of Wolverhampton. The exhibition, following

a similar event which took place in September 2019, opened to great acclaim at the Light House Media Centre with a well-attended launch event hosted by Good Shepherd ambassador and BBC broadcaster Natalie Graham.



Challenging addiction-related stigmas and highlighting the positive stories of people in recovery, art groups facilitated by the Good Shepherd, SUIT (Service User Involvement Team) and Recovery Near You featured in the exhibition, which then moved on to spend a week at the Mander Centre in Wolverhampton City Centre.

### The Rachael Heyhoe Flint Award

In August 2021, the Good Shepherd's Business & Finance Manager Helen Holloway was honoured with the Rachael Heyhoe Flint award, presented by Wolves FC and Wolves Foundation. The award, in memory of the former Wolves Vice-President and cricket pioneer Baroness Heyhoe-Flint, is awarded annually to highlight outstanding service to the local community. Helen who first started volunteering with the Good Shepherd in 2011 played a vital role in helping preserve the charity's future in 2015 before becoming a full-time member of staff a year later.

### Ambassadors

Our ambassadors continue to support our work in Wolverhampton. We have former Wolves and Nigeria footballer Carl Ikeme, Team GB boxer Niall Farrell, soul music legend Jaki Graham, BBC broadcaster Natalie Graham, and local comedian Jack Kirwan. During this period our ambassadors made regular visits to our premises to meet staff and service users, attended the launch of our art exhibition, and continued to help us raise awareness across their social media channels.

### Media Coverage

During this period, we were fortunate to again enjoy positive coverage in the media. Our Chief Executive Tom Hayden and Business & Finance Manager Helen Holloway are often approached for quotes for issues relating to homelessness, food poverty, and the cost of living. There were articles in the Express & Star newspaper relating to fundraising activities including a summer of raising awareness ahead of our 50th anniversary, and the art exhibition at the Light House and Mander Centre.

We regularly featured on BBC WM and Wolverhampton Community Radio and also hosted BBC's Ten O'clock news for a visit on the day of the government's Autumn budget/spending review announcement in October 2021. Tom also contributed to an article in the Financial Times relating to the Good Shepherd's experiences during the pandemic.

### Our Achievements and Performance

Between the 1st of April and the end of December 2021, 922 individuals accessed the Good Shepherd for food, advice, guidance, or support. We registered 283 new people to access the service and received referrals from advice agencies, local charities, GP's, the Jobcentre, adult social services, and the police. The main support needs for new registrations were low income/food poverty, and homelessness.

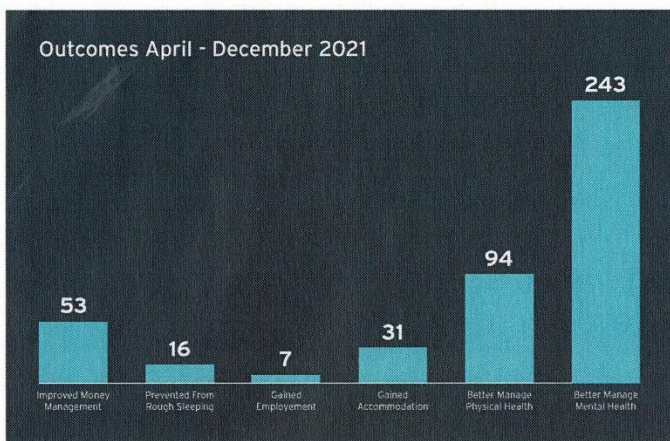
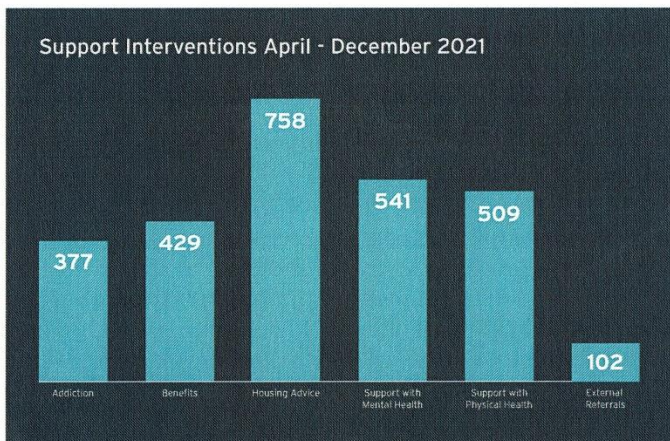
During this period 286 people accessed 5502 support sessions. The graphs below show some of the key areas we supported people in.

### Food Service

The food service provided 10,842 food parcels, 1,747 "shopping trips" at our food pantry for families, and 13,735 hot meals. Most of the food we distributed came from our supporters who regularly donate into one of our in-store supermarket boxes, during our harvest, or our Christmas campaigns. Tinned, packet, and other items which are regularly donated throughout the year ensure we have a variety of items which we can pass on to those struggling and would otherwise not be available to them. Working with supermarkets and other food providers we received over 31 tonnes of food donations which otherwise would have gone to landfill.

Plans to continue to fundraise and develop our food service during 2022 include focusing more on the concept of 'It Starts With A Meal', showing that supporting people with food can so often be the catalyst for helping them making positive changes in other areas of their lives.

## Support



Between April and December 2021 our Housing First team supported 38 people with a history of street homelessness and multiple disadvantages, providing 3,356 hours of support, 3048 casework sessions, and 894 interventions.

During this financial period, we delivered 163 sessions of meaningful activity, engaging 62 people, with a total of 652 attendances.

## Financial Review

The highlight of the period under review was the purchase of the freehold of our premises at 63/65 Waterloo Road. This was made possible by a generous grant from Eveson Charitable Trust of £275,000, and an interest free loan of £200,000 from The Hospitaller Order of St John of God. We also invested £125,000 from our own reserves.

Our operating surplus from charitable activities during the period was £47,001 which was a considerable achievement in a period that was still being adversely affected by the Coronavirus pandemic. Our policy is to retain Net Current Assets to cover six months running costs and at present we have just over 5 months.

## Fundraising

2022 marks the 50th year since the Little Brothers of the Good Shepherd began supporting people in Wolverhampton so in this period we started fundraising under the banner of "50 years of Good". Our team and supporters completed a wide range of activities including a charity car wash, a triathlon, 50-mile bike rides, a 50-hole golfing challenge amongst others!



November saw the return of the Molineux Sleepout with 180 people sleeping overnight at the Wolverhampton Wanderers FC football stadium to raise money for the Wolves Foundation and the Good Shepherd. The event was a huge success and raised over £50,000 for the two charities. Matt Waterhouse who was housed during the pandemic gave an inspiring talk about his experiences of sleeping on the streets and overcoming addiction, and we had support from current and former Wolves players.

We comply with the fundraising regulators code of fundraising practice standards and follow best practice in our fundraising activities. All our fundraising activity is undertaken by Good Shepherd staff members, and we have not used professional fundraisers during this financial period.

## Podcasts

In May 2021, the Good Shepherd launched its new series of podcasts thanks to funding from the Heart of England Community Foundation. In a new digital age the podcast is a modern means of communication which can be used to raise awareness across new audiences, as well as highlighting the work of the Good Shepherd and positive stories around staff and service users.

Service users are heavily involved in the podcast both with telling their own stories but also having the opportunity to ask questions to influential figures. Between April and December 2021 we published 11 podcasts featuring local MPs Stuart Anderson and Pat McFadden, Police Superintendent Simon Inglis, and representatives from partner organisations. The podcast will form a continuing part of our communications strategy.

## Future Activities

There is the potential for continuing development and improvement to the Good Shepherd's operations over the coming years, particularly with having now purchased the building. We will improve disabled access as well as renting out space within the building to organisations with similar aims and values.

We are also keen to further develop our recovery programmes and projects including expanding our range of groupwork, meaningful activity, and creative programmes, and developing specialist services. In 2022 we will be launching the Lived Experience into Action Project (LEAP) a new five-year project to prevent homelessness and activate lived experience by providing rapid access to housing interventions, developing a peer mentor project, and creating an expert panel and forum for people who've experienced homelessness and multiple disadvantages.

In 2022 we will build on our work to provide services that are trauma informed and develop our work around Psychologically Informed Environments (PIE). We will be reviewing our psychological framework and developing a new PIE plan for the charity.

Being our anniversary year, 2022 also offers an opportunity to continue to raise awareness of the work of the Good Shepherd, its history within the city and also to make use of potential fundraising opportunities linked with the Golden Anniversary.

## Reserves Policy

The Trustees have examined the Charity's requirements for reserves in light of the main risks to the organisation. They are committed to generating sufficient reserves to support current organisational activities in the event of any unexpected withdrawal or downturn in funding. They have therefore established a reserves policy to ensure that there are sufficient reserves to provide ongoing services to service users until alternative provision can be provided by other organisations. The Trustees consider that there should therefore be sufficient readily available funds to meet six months running costs, as represented by Net Current Assets.

## Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 and given their careful consideration to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives for the year. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set.

## Related Parties

Good Shepherd Services is a CIO and registered charity formed out of the work of the Little Brothers of the Good Shepherd in Wolverhampton. In 2021 St John of God Hospitaller Services (SJOG) a UK charity (1108428) became the sole member of the Good Shepherd Services, making us a wholly owned subsidiary but with an independent board of trustees, our own accounts, and the autonomy to set our own strategic direction and make our own operational decisions.

SJOG provide support when needed to help us achieve our charitable objectives and we joined with them because of the shared history and similar charitable objectives. We can draw on their considerable expertise and experience and where applicable we align our policies and objectives with theirs.

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection or contractual relation between a trustee or senior manager of the charity and a related party must be disclosed to the full board of trustees. In the current year no such related party connections were reported.

Signed on behalf of the trustees

Nigel Tinsley  
Chair

# Independent Examiner's Report to the Trustees of Good Shepherd Services

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31st December 2021 which are set out on pages 11 - 19.

## Responsibilities and Basis of Report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

## Independent Examiner's Statement

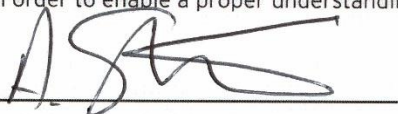
I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed



Date

20/7/22

ARW Storey  
F.C.A.

Cotterell & Co  
Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton  
WV2 1AA

## Statement of Financial Activities for the nine months ending 31st December 2021

	Note	Unrestricted funds	Restricted funds	Restricted capital funds	TOTAL	Year to 31.3.21
<b>INCOME</b>						
<b>Donations</b>						
General donations	2	120997	1939		122936	254957
<b>Charitable Activities</b>						
Grants and contracts	3	349495	69134	275000	693629	531287
Miscellaneous income		17576			17576	24480
		<b>488068</b>	<b>71073</b>	<b>275000</b>	<b>834141</b>	<b>810724</b>
<b>EXPENDITURE</b>						
<b>Charitable Activities</b>						
Food and client support	4	404005	108135		512140	572300
Property depreciation				5000	5000	0
		<b>404005</b>	<b>108135</b>	<b>5000</b>	<b>517140</b>	<b>572300</b>
<b>NET INCOME</b>		84063	-37062	270000	317001	238424
Transfers between funds		9266	-9266			
Other recognised gains/losses		93329	-46328	270000	317001	238424
<b>Net Movement in Funds</b>		93329	-46328	270000	317001	238424
Funds brought forward		315140	64451	0	379591	141167
<b>TOTAL FUNDS</b>	<b>12</b>	<b>408469</b>	<b>18123</b>	<b>270000</b>	<b>696592</b>	<b>379591</b>

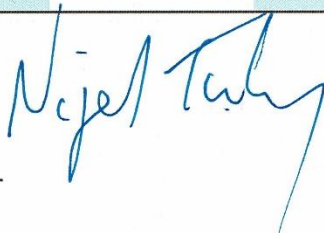
All income and expenditure is from continuing operations

## Balance Sheet as at 31st December 2021

	Note			Year to 31.3.21
<b>Fixed Assets</b>				
Tangible Fixed Assets	9		604109	5060
<b>Current Assets</b>				
Debtors	10	74706		50056
Cash at bank		255829		392837
		<b>330535</b>		<b>442893</b>
<b>Creditors</b>				
Amounts falling due within one year	11	-38052		-68362
<b>Net Current Assets</b>			292483	374531
<b>Creditors</b>				
Amounts falling due in more than one year			-200000	
<b>Net Assets</b>			<b>696592</b>	<b>379591</b>
<b>Funds</b>				
Restricted funds			288123	64451
Designated funds				125000
Unrestricted funds			408469	190140
			<b>696592</b>	<b>379591</b>

Signed by Nigel Tinsley on behalf of the Trustees

Date

20<sup>th</sup> July 2022


## Statement of Cash Flows for the nine months ending 31st December 2021

			Year to 31.3.21
<b>Cash Flows From Operating Activities</b>			
Net income		317001	238424
<b>Adjustments For</b>			
Purchase of fixed assets	-609272		-3554
Depreciation of tangible fixed assets	10224		6507
Increase/decrease in debtors	-24650		-2409
Increase/decrease in creditors	169690		50001
		-454008	50545
<b>Net Cash Provided by Operating Activities</b>		<b>-137007</b>	<b>288969</b>
<b>Cash Flows from Financial Activities</b>			
Repayments of borrowings		0	0
Net increase/decrease in cash		-137007	288969
Cash at beginning of year		392837	103868
<b>Cash at End of Year</b>		<b>255829</b>	<b>392837</b>

# Good Shepherd Services CIO

## Notes to the Financial Statements

### for the nine months ending 31st December 2021

#### 1. Accounting policies

- a. Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received. Gifts in kind are valued at their estimated value to the project and included under the appropriate headings.
- b. Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. Where it is not possible to value the goods or services, such as volunteer time or donated goods, the accounts do not include them. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them.
- c. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- d. Restricted funds are to be used for the specified purpose as laid down by the donor. Expenditure which meets these criteria is identified to the fund.
- e. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- f. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- g. Alterations to leasehold premises are written off in full in the year in which they are incurred.
- h. Fixed assets are for use by the charity in fulfilling its main charitable objectives and are capitalised and depreciated. Depreciation is provided on all fixed assets at rates calculated to write off the costs of each asset over its estimated useful life at the following rates:

Equipment	33% per annum	straight line basis
Freehold Property	2% per annum	straight line basis
Motor Vehicles	33% per annum	straight line basis
Computers	33% per annum	straight line basis

#### 2. Donations

	Unrestricted	Restricted	Restricted Capital	Year to 31.3.21
Churches and faith-based giving	12514	0		12100
Gift Aid recovered	24342			17525
Legacies	5400			2500
Individual giving	70338	550		123664
Companies and organisations	8403	1389		99168
	<b>120997</b>	<b>1939</b>	<b>0</b>	<b>254957</b>

### 3. Income from Charitable Activities

	Unrestricted	Restricted	Restricted Capital	Year to 31.3.21
<b>Contracts</b>				
City of Wolverhampton	243426			333976
<b>Grants</b>				
PAR Charitable Trust	10000			
Community Initiative Fund	3500			
Maximus Foundation	2500			
Grimmit Trust	2000			
Roger and Douglas Turner Trust	3000			
Arnold Clark	1000			
Garfield Weston	25000			
Mid Counties Co-op	2642			
Sainsburys - Neighbourly	1000			
Eveson Charitable Trust	10000		275000	16000
Edward and Dorothy Cadbury Trust	2000			
Wolverhampton University		1667		
Charles Burrrell 2016 Settlement	10000			
PM Dumbell				4000
Western Power Community Matters				2840
Adint Charitable Trust				10000
Albert Gubay Charitable Foundation				12354
WO Street Charitable Foundation				5000
Heart of England Community Foundation				5000
National Lottery Awards for All				7500
Steve Bull Foundation				2000
Porticus UK				37493
Sobell Foundation				10000
Tudor Trust		31518		52336
Edward and Dorothy Cadbury Trust				2000
Feeding Our City Crowd Funding Appeal				3245
29th May 1961 Charitable Trust	7500			7500
Co-op Local Community Fund				1936
Big Charity Trust				1250
Millies Watch				5000
Lucket Charitable Trust				2000
Wolves Foundation Virtual Sleepout	25000			7074
T and GWU		1846		
WRAP Resource Action Fund				9340
Heart of England Doing Things Differently				15000
Homeless Link Winter Fund				11000
Enterprise Trust				12000
Grants £1000 and under	927	600		7462
	106069	35631	275000	583306
less: deferred to future periods		-24879		-58382
add: deferred from previous periods		58382		6363
	<b>106069</b>	<b>69134</b>	<b>275000</b>	<b>531287</b>
<b>Total grants and contracts per SoFA</b>	<b>349495</b>	<b>69134</b>	<b>275000</b>	<b>865263</b>

#### 4. Food and Client Support

	Food	Client support	Total	Year to 31.3.21
Salaries	69506	258863	328369	314644
Depreciation	1074		1074	
Training			0	539
Volunteer expenses	98	363	461	210
Equipment costs	723	127	850	3295
Cleaning and waste disposal	3550	0	3550	8195
Food costs	6184	3417	9601	11702
Client welfare	190	23618	23808	23868
Disposable items	3393	95	3488	4012
Property costs	2345	6217	8562	7737
Rent	0	13111	13111	19767
Motor and travel expenses	5421	1883	7304	7620
Telephone	29	2839	2868	1581
Office expenses	324	5625	5949	7337
Support costs	21833	81312	103145	161793
	<b>114670</b>	<b>397470</b>	<b>512140</b>	<b>572300</b>

#### 5. Support Costs

		Year to 31.3.21
Salaries	25199	40901
Training	0	635
Depreciation	4150	6507
Professional fees	4056	5459
Property costs	23593	40793
Rent	11667	33604
Independent examination	456	736
Marketing and communications	18789	20450
Recruitment	1544	
Trustee expenses	0	0
IT costs	2192	1675
Telephone	3774	2809
Insurance	2989	2408
Other costs	4736	5816
	<b>103145</b>	<b>161793</b>

Property costs are allocated on the basis of space used  
 Support costs are allocated on the basis of staff numbers

## 6. Net Income/Expenditure

<b>Net Income /expenditure is shown after charging:</b>		<b>Year to 31.3.21</b>
Depreciation - owned assets	10224	6507
Independent examiners fee	575	556
Trustee expenses	NIL	NIL

## 7. Trustees' Remuneration and Benefits

No Trustee received any remuneration or benefits (Year to 31.3.21 - Nil)

## 8. Staff Costs

		<b>Year to 31.3.21</b>
Wages	328944	238168
Pension contributions	6540	4733
Social security costs	27232	19414
	<b>362716</b>	<b>264335</b>

The number of employees receiving more than £60,000 was NIL ( 2020 - NIL )

The average number of staff employed was 19 ( Year to 31.3.21 - 16 )

## 9. Tangible Fixed Assets

	<b>Equipment</b>	<b>Computers</b>	<b>Freehold Property</b>	<b>Total</b>
<b>COST</b>				
At 1st April 2021	8892	14256		23148
Additions	744	8529	600000	609273
Disposals				0
<b>At 31st March 2021</b>	<b>9636</b>	<b>22785</b>	<b>600000</b>	<b>632421</b>
<b>DEPRECIATION</b>				
At 1st April 2021	6523	11565		18088
Charge for the year	1074	4150	5000	10224
Written back on disposal				0
<b>At 31st December 2021</b>	<b>7597</b>	<b>15715</b>	<b>5000</b>	<b>28312</b>
<b>NET BOOK VALUE</b>				
At 31st December 2021	2039	7070	595000	604109
<b>At 31st March 2021</b>	<b>2369</b>	<b>2691</b>	<b>0</b>	<b>5060</b>

**10. Debtors**

		Year to 31.3.21
Debtors	18702	30355
Prepayments	56004	19701
	<b>74706</b>	<b>50056</b>

**11. Creditors**

		Year to 31.3.21
<b>Amounts Falling Due Within One Year</b>		
Trade creditors	0	0
Accrued expenses	-2169	-1245
Taxes and pensions	-11004	-8736
Deferred income	-24879	-58381
	<b>-38052</b>	<b>-68362</b>
<b>Amounts Falling Due - More Than One Year</b>		
Property loan	-200000	0

The property loan is interest free and repayable as reserves permit

**12. Movement in Funds**

	Brought Forward	Income	Expenditure	Transfers	Carried Forward
<b>Restricted Funds</b>					
Client welfare	59451	37953	-79912	-7103	10389
Property renovation		275000	-5000		270000
Salary funds	5000	33120	-28223	-2163	7734
	64451	346073	-113135	-9266	288123
<b>Designated Funds</b>					
Property purchase fund	125000			-125000	0
Property renovation fund	0			125000	125000
	125000	0	0	0	125000
<b>Unrestricted Funds</b>					
Food and client support	190140	488068	-404005	9266	283469
<b>Total Funds</b>	<b>379591</b>	<b>834141</b>	<b>-517140</b>	<b>0</b>	<b>696592</b>

### 13. Comparative Statement of Financial Activities

	Note	Unrestricted Funds	Restricted Funds	TOTAL 2020	9 months to 31st December 2021
<b>INCOME</b>					
<b>Donations</b>					
General donations	2	202064	59967	262031	122936
<b>Charitable Activities</b>					
Grants and contracts	3	410458	113755	524213	693629
Miscellaneous income		24480		24480	17576
		<b>637002</b>	<b>173722</b>	<b>810724</b>	<b>834141</b>
<b>EXPENDITURE</b>					
<b>Charitable Activities</b>					
Food and client support programmes	5	477107	95193	572300	517140
		<b>477107</b>	<b>95193</b>	<b>572300</b>	<b>517140</b>
<b>NET INCOME</b>					
Transfers between funds		159895	78529	238424	317001
		167	-167		
Other recognised gains/losses		160062	78362	238424	317001
<b>Net Movement in Funds</b>		<b>160062</b>	<b>78362</b>	<b>238424</b>	<b>317001</b>
Funds brought forward		132420	8747	141167	379591
<b>TOTAL FUNDS</b>		<b>292482</b>	<b>87109</b>	<b>379591</b>	<b>696592</b>

All income and expenditure is from continuing operations



**GOOD SHEPHERD SERVICES**

England & Wales - Charity number 1165909

---

# Accounts

---

# Annual Report

2020/21

[www.gsmwolverhampton.org.uk](http://www.gsmwolverhampton.org.uk)



# Contents

Reference and Administrative Information	3
Trustees' Report	4 - 9
Independent Examiners Report	10
Statement of Financial Activities	11
Balance Sheet	12
Statement of Cash Flow	13
Notes to the Financial Statements	14 - 20



# Reference and Administrative Information

**Charity Registration 1165909**

**Principal Address**

65 Waterloo road  
Wolverhampton  
WV1 4QU

**Trustees Who Held Office During The Year**

Brother Charles Searson  
Brother Malachy Brannigan  
Brother Robert Moore  
Hetty Dodd  
Lynne Moran - Appointed 14 May 2021  
Nigel Tinsley (Chair)  
Patricia Kemp  
Vivienne Brown

**Chief Executive**

Tom Hayden

**Independent Examiner**

Cotterell & Co Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton

**Bankers**

Lloyds Bank  
Queens Square  
Wolverhampton

Barclays Bank  
Lichfield Street  
Wolverhampton



## Trustees' report

### Structure governance and management

The organisation is registered as a Charitable Incorporated Organisation (CIO) and is governed by the Constitution registered with the Charity Commission on 25th February 2019.

The organisation is governed by eight trustees with the management of the charity delegated to a Chief Executive Officer. The Chief Executive is a Chartered Manager with over 13 years' experience working in the Third Sector and is supported by an Administration and Finance Manager and three Team Leaders that manage the day-to-day services. Our management team is made up of a 50% ratio of males and females.

There is a standing agenda item at board meetings for service user feedback and we are developing an Expert Advisory Group (EAG) to support the strategic direction, management, and development of the service.

### Our Purposes and activities

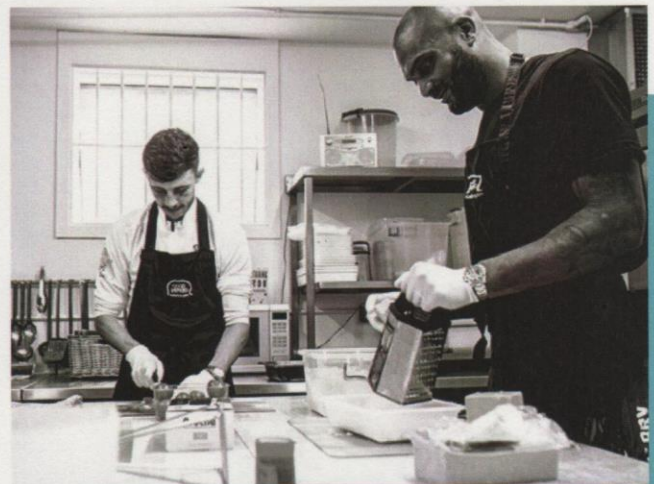
The Good Shepherd was established by the Brothers of St John of God, a religious order who have supported the local community for 50 years. Two of our core values are hospitality and compassion for the most disadvantaged. Our team deliver services in a way that makes people feel valued and always try to hear their voice. The Good Shepherd has operated a food and support service in Wolverhampton since 2003. Our aim is to end homelessness in Wolverhampton and support people out of poverty. We work with the most disadvantaged people in our community including people with multiple and complex needs, asylum seekers and people experiencing homelessness.

At the Good Shepherd we're passionate about people and we're ambitious for the people that use our services. Over the last two years we've expanded the support we offer to include a food service, day centre, meaningful activity programme, Housing First service, supported lettings scheme, and we now host a multi-agency hub bringing together a wide range of agencies.

We use the Recovery Model to formulate our approach to working with people, focusing on identifying strengths, values, and interests, and using that as the basis for change. We work with people to find a purpose and offer volunteer and involvement opportunities at the service and within the wider community. Our support team have all been trained in Psychologically Informed Environments and we design and deliver our services in a trauma informed way. We worked with over 1000 people last year and at the end of 2020/21 had 1075 registered service users with 83 different nationalities represented, aged from 18 to 81 years old.

When the pandemic started our ambition was to maintain as much service delivery as possible in line with government guidelines and best practice. Almost immediately we were contacted by our volunteers, supporters, local mutual aid groups, businesses, and our partners to see if they could support us. At a time when we were genuinely concerned about our ability to meet the need in the city we were overwhelmed by the offers of support.

Between April and May 2020 alone we had 194 new people register with us to access food and support, a 34% increase compared to the year before. We wouldn't have been able



to meet this need without our supporters, partners, and the Wolverhampton community coming together during the pandemic.

We managed to stay open all throughout 2020/21, providing adapted services and working closely with the Local Authority and Public Health to ensure our service delivery was safe and Covid secure.

When the government announced the 'Everyone In' agenda during the pandemic, there were 20 people sleeping in the night shelter based in our building and another 40 to 50 sleeping on the streets. The local authority secured a nearby hotel to house people and by the end of the first weekend over 70 people had been accommodated there. Our team worked with the council and our partners on a co-ordinated plan to support people placed in the hotel and provide 24-hour, seven day a week support. We also worked with local food charities and faith groups to provide a meal three times a day, seven days a week, for everyone who was staying there.



Our support team's priority was to source long term solutions for people and they took the time to work through barriers, connect people with services, and help them identify and achieve their goals. Thanks to a team effort involving partners from across the city, over 130 people were housed during the initial lockdown with the vast majority of these moving on to long term accommodation. At the last count there were only three people who were street homeless and all three of them have offers of support and accommodation in place. It has set a standard now for us to build on and push forward to end homelessness in Wolverhampton.

In January 2021 our team ran a Covid testing pilot with the Department of Health and NHS Test and Trace offering rapid testing for the people that used our services. We also worked with Public Health, and the Wolverhampton CCG (Clinical Commissioning

Group) to host two Covid vaccination clinics which have seen over 200 service users and staff receive their vaccinations.



### Housing First

The Housing First pilot was commissioned by the Ministry for Housing, Communities and Local Government (now the Department for Levelling Up, Housing and Communities) in three combined authorities to test the model's effectiveness in the UK. The areas chosen were the West Midlands, Liverpool, and Greater Manchester. Housing First is a nationally recognised intervention for people who have experienced homelessness, have multiple and complex disadvantages, and have been excluded and failed by existing pathways and services.

"With the help of Housing First I care about things again. I couldn't have turned things around any better... and it feels like now I have got something to live for, every single day."

Matt W

In partnership with Wolverhampton Homes the team has housed 45 people since 2019, including someone who had slept rough for three decades. Our team work alongside people to identify their personal strengths and any barriers to achieving their goals. We have paid for people to access residential rehabilitation and detox, supported reconnection with families, delivered one to one music therapy mentoring, and even paid for someone to complete a personal trainer and gym instructor course.

## Meaningful activity programme

Our meaningful activity programme was understandably affected by the Covid-19 pandemic, but, as restrictions have eased, more activities have restarted. This includes a wide range including the art and photography class, cooking class, music therapy, football with Wolves Foundation and peer support groups. The plan is to extend the meaningful activity further, helping service users increase their feelings of confidence and self-esteem and feel a more valued part of society.

Our art and photography classes have proved extremely successful. The Good Shepherd's art programme is a co-produced series of sessions, activities, and exhibitions which include art therapy exploring alternative methods to express thoughts and feelings. It also offers opportunities to become involved in creative arts and the local arts community.

Darren, one of the attendees, has a long history of street homelessness, repeat custodial sentences, and substance misuse. He commented: "The art group is very important to me - it's the one chance as an ex-user I get to express not only how I feel but also to convey important messages. It's an outlet, people can vent not just negativity but personal dilemmas - they can offload them onto paper. Sometimes after an art session I feel like I've just taken a shower. I feel refreshed and unburdened. With art you are only limited by your imagination and pen ink."

Over a period of several months the volunteers and clients produced a fantastic project with funding from West Midlands Combined Authority entitled 'Discarded'. This photography project focused on an examination of Urban Waste and a 'society which discards possessions and people'. It led to the publication of a hardback book and video highlighting the excellent array of photography snapped by the participants.

## Media Coverage

We have enjoyed positive media coverage over the last 12 months. This has included regular articles in the Express and Star across many subject areas, such as the reaction to the pandemic, our 50 Years of Good fundraising campaign, and continuing support from the community such as the Steve Bull Foundation and the 5/344 Transport and General Workers Union Benevolent Fund. We also continue to receive regular coverage on local radio including BBC WM, BBC Wolverhampton, Heart FM and Wolverhampton Community Radio (WCR).

Our link-up with Wolves Foundation saw us mentioned extensively when they announced their 'Feed Our Pack' project to help alleviate food poverty in the city caused by the pandemic. This included several mentions in an article in 'The Times' featuring the only interview about the initiative given by

Wolves' then Head Coach, Nuno Espirito Santo. We were also featured on a piece on BBC Midlands Today about how we had supported one of our service users during the pandemic and were interviewed and quoted for two pieces in the Financial Times.

## Ambassadors

We have recently added to our team of ambassadors to help promote the Good Shepherd and continue to spread word of our activities to a wider audience. Our ambassadors now comprise former Wolves and Nigeria footballer Carl Ikeme, Team GB boxer Niall Farrell, soul music legend Jaki Graham, BBC broadcaster Natalie Graham, and local comedian Jack Kirwan.

## Our achievement and performance

In the 2020/21 financial year, 1089 individuals accessed the Good Shepherd for food, advice, guidance, or support. We registered 483 new people to access the service, of which 81 were families. We received referrals from advice agencies, local charities, GPs, the Jobcentre, adult social services and children's services, probation, and the police. The main support need for new registrations during the 2020/21 financial year was low income/ food poverty (321), followed by homelessness (123), and refugee and asylum seekers (10).

Alongside the work carried out as part of the 'Everyone In' initiative we supported nine people into temporary accommodation, 14 into a private sector tenancy as part of our supported lettings scheme, and 27 people into accommodation through Housing First in partnership with Wolverhampton Homes.

The food service saw a large increase in demand from people who hadn't previously accessed services and we provided 6,726 food parcels and 26,720 hot meals. During the year 587 people accessed 7,842 support sessions. The graphs on page 6 show some of the key areas we supported people in.

## Food Service

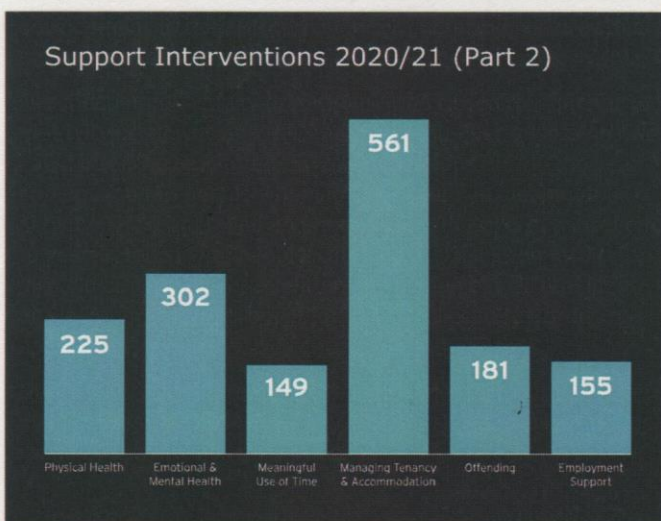
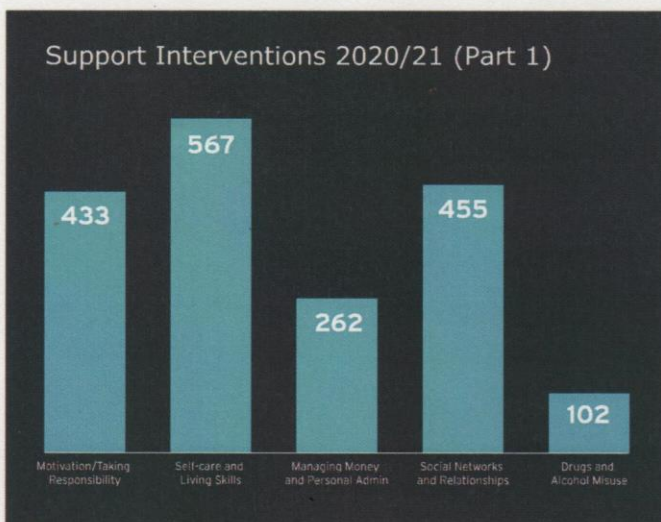
Most of the food we distributed came from our supporters who regularly donate into one of our in-store supermarket boxes, during our harvest, or our Christmas campaigns. Tinned, packet, and other items which are regularly donated throughout the year ensure we have a variety of items which we can pass on to those struggling and would otherwise not be available to them. Working with supermarkets and other food providers we received over 20 tonnes of food donations in the last six months which otherwise would have gone to landfill.

The value of the donated non-perishable items is over £200,000 per year with families receiving £50-worth of food and

individuals £12 of food per collection. We also received over £65,000-worth of food which was cooked in our kitchen and redistributed as hot meals.

Our main client group is rough sleepers and those who are vulnerable or in poverty as well as families in need. With the food service underpinning that help and support, tackling food waste is also something we are passionate about to ensure food doesn't go to landfill.

## Support



## Homelessness

In the 20/21 financial year we increased our Housing First service and now provide four specialist Housing First workers supporting 32 people who have slept rough and have multiple disadvantages and complex needs. Housing First fits with our values and ethos as an organisation and we believe housing is a universal human right. The project has been hugely successful and has filled a gap in provision.

Neil, one of the people supported through Housing First, had been street homeless on and off for nearly three decades. He now has his own fully furnished flat and a dedicated worker to provide person-centred support. "Now I look forward to getting up every morning, whereas when I was on the streets I just wanted to sleep most of the time. I would find shelter in doorways wherever I could. Once I'm settled I'd like to start volunteering and help others who were in my situation."

Our supported lettings scheme has continued to provide good quality private sector accommodation at affordable rates with support for tenants and landlords. We currently support 20 people who were homeless and are now accommodated through the scheme and will be expanding this over the next 12 months.

For the last 12 months we have provided rapid access to counselling sessions two days a week for our service users in partnership with Wolverhampton Counselling Services. The lead counsellor Otis Carey delivers 12 sessions per week for people who would not usually be able to access counselling or have barriers accessing mainstream services. He also supports the development of the art therapy programme and has provided group counselling sessions.

Our meaningful activity programme was closed throughout the first two lockdowns and this limited the number of sessions we could offer. We facilitated 150 group sessions during the year and engaged 16 people who had slept rough in meaningful activity. The team relied on phone calls and walks in a local park to keep in touch with people. One of the art session facilitators also did one-to-one interventions with people over the phone or via Zoom and we dropped off art supplies to the group participants so they could continue with their work.

Our team started to reintroduce music therapy and a new anger management group in February and will start to deliver a wider range of activities as restrictions ease.

## Volunteers

Due to Covid all but two of our volunteers had to step back from volunteering duties to either shield, for childcare reasons, or due to concerns for their health. We maintained regular contact with our volunteers and during periods when restrictions were lifted

we had limited numbers of volunteers onsite where it was safe to do so.

We continue to offer structured volunteering placements for people that access our services to help them develop their skills and move towards employment. People can access the programme once they have attained a level of stability but can be at any stage in their journey and apply for a place on the programme. We provide training, support, and opportunities for people to learn new skills.

### Financial review

Last financial year we had an exceptional year. We forecast a deficit of £33,000 but ended with a surplus of £238,000 largely due to the incredible generosity of our supporters and greatly enhanced support from central and local government. As a result we have been able to commit £125,000 towards purchasing the building we currently rent which will be completed in the next financial year.

We will carry over five months of running costs as we go into 2021/22. The support from the local community both financially and with regular food items ensured we had the resources to keep up with demand and pass on food and other items to our service users.

This financial year we anticipate an income of £600,000 which will be obtained from donations, grants, contracts, fundraising, legacies and gift aid. We will work throughout the year promoting various funding streams, campaigns and target a variety of different platforms to reach a larger audience.

### Fundraising

Having lost out on fundraising due to the pandemic limiting the number and scope of activities, we adapted fundraising events to be held virtually including a silent auction and a virtual sleepout in partnership with Wolverhampton Wanderers Football Club and the Wolves Foundation. We comply with the fundraising regulators code of fundraising practice standards so that we follow best practice in all our fundraising activities. All of our fundraising activity is undertaken by Good Shepherd staff members, and we have not used professional fundraisers.

### Podcasts

With the help of a grant from the Heart of England Community Fund we were able to set up a podcast which will involve our service users, both in featuring their stories and ultimately allowing them to carry out interviews. The first podcasts have been recorded and are due to launch early 2021/22. The episodes include people telling their inspirational stories and speaking about addiction, recovery, mental health, and

wellbeing. Local MPs Stuart Anderson and Pat McFadden have also agreed to be featured while we will also record podcasts with our ambassadors.

### Future activities

In 2020 a new strategy was developed for the organisation and four key strategic goals were identified; to be a provider of quality care and support driven by our values; to be a trusted and responsible employer; to be an innovative and dynamic charity; and to remain a strong and financially viable charity.

Some of the key areas we are working on to implement our strategy are creating an Expert Advisory Group (EAG) made up of people that use our services to work alongside our leadership team, investing in training and development for our staff and volunteers, creating a "development and innovation" working group to drive innovation in the charity, and exploring digital interventions and specialist support models.

Covid has ended the "business as usual" approach to homelessness in Wolverhampton and forced organisations around the table with a sole focus of addressing how we protect and support the most disadvantaged. By reallocating resources and with a focus on cross sector partnerships, we saw outcomes improve for people using services and for people providing services.

The relationships between providers and improvement to partnership working had a transformative impact on the way we looked at supporting people in the city. This was achieved by joining up health, substance misuse, benefits, well-being, and specialist homeless support and delivering these services on site with minimal barriers. We have an unprecedented opportunity to end homelessness in Wolverhampton due to the rethinking of service provision following Covid. We don't want to return to business as usual and our focus in the coming year will be building on these successes and adapting to meet the changing need.

Relationships with agencies across the city were excellent prior to Covid and the work during 'Everybody In' strengthened them further. We will build on the successes and offer space in our day centre for partners to deliver services directly to the most disadvantaged who are experiencing homelessness. We have a clinic room, training rooms, an office, and a multi-agency space available to partners free of charge if they provide services for our client group.

Next year will mark 50 years since the Brothers of the Good Shepherd first set up in Thornley Street, to help people who were homeless in Wolverhampton. With this in mind we will be embarking on a range of events and a fundraising campaign encouraging people to take on a challenge of their choice to

help the Brothers take their incredible work into a second half century. We will also be joining up with Wolves Foundation to organise our second sleepout and will be running various fundraising campaigns throughout the year.

As we start to re-introduce our services with the hopeful roadmap towards normality, we have consulted our families about a new concept which we feel will give everyone more choice when attending for food. We are aware that we are a very multi-cultural service and each of the families we support has different needs. We want to introduce a greater variety of food items which gives people the ability to cook at home focusing on the whole family.

We are launching a new initiative for families, a community pantry where they can select their own food from the available options giving them the ability to cook meals at home. Not only does this ensure they select food they know they will use - thus reducing the risk of wastage - it also recreates the ethos of a shop or supermarket and reduces the stigma of having to queue for a food parcel.

The Good Shepherd will continue to expand the services we offer to support recovery including a new project working with people who have experienced homelessness and been involved with the criminal justice service, developing our art and creative programmes, continuing the hugely successful Housing First service, and offering opportunities for people to give back to their community and get involved in delivering and developing services.

In the next financial year, we will be completing the purchase of 63/65 Waterloo Rd. The purchase price of the building is £600,000 and we have been successful in securing a grant from Eveson Charitable Trust for £275,000. We have designated £125,000 from this year's financial accounts and we have secured an interest free loan from St John of God for the remaining £200,000 in which we will endeavour to pay back in the next five years.

### Reserves policy and going concern

We revised our fundraising strategy at the start of the financial year to respond to the pandemic and focused on applying for Covid emergency grants, increasing our regular donors, and adapting fundraising events to be held virtually including a silent auction and a virtual sleepout in partnership with Wolverhampton Wanderers Football Club and the Wolves Foundation. Our strategic aim is to have balanced income streams between grants, contracts, fundraising, and income generation.

Total funds at the end of the year were £379,591 of which £64,451 were Restricted, £125,000 had been designated as a contribution to the purchase of our property, and £190,140

was held in Unrestricted Funds. The Board of Trustees, having referred to the Charity Commission's revised guidance CC19, has examined the charity's requirement for reserves considering the main risks to the organisation and has decided that the charity should aim to hold Net Current Assets sufficient to meet six months running costs. At this level the Board of Trustees is confident that in the event of a significant reduction in funding, the organisation would be able to run down services in such a way as to not adversely affect the well-being of our service users.

At the end of the period Net Current Assets, adjusted for the £125,000 designated for the purchase of our building, were sufficient to meet approximately five months running costs which the Trustees consider to be adequate. Our forecast reserves through 2021/22 means that the Board is confident of the charity's ability to remain an ongoing concern for the foreseeable future.

### Public Benefit

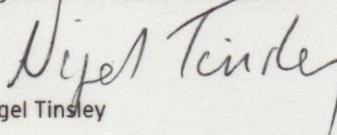
The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission. All of our services are provided for the benefit of the homeless and disadvantaged and as can be evidenced from the report and case studies above, the charity is providing a necessary service to the community.

### Related parties

We work closely with the Hospitaller Order of St. John of God, who have the power to appoint and remove Trustees. At present three of our Trustees are professed Brothers of the Order. This ensures that our ethos and working practices are informed by those of the Order. We have no financial involvement with the Order, and our own board of trustees, and we are free to pursue our own policies and strategic direction. At the same time, we can draw on their considerable expertise and experience and where applicable we align our policies and objectives with theirs.

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection or contractual relation between a trustee or senior manager of the charity and a related party must be disclosed to the full board of trustees. In the current year no such related party connections were reported.

Signed on behalf of the trustees

  
Nigel Tinsley

# Independent Examiner's Report to the Trustees of Good Shepherd Services

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 March 2021 which are set out on pages 10 to 19.

## Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

## Independent examiner's statement

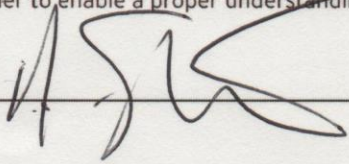
I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed \_\_\_\_\_



ARW Storey  
F.C.A.

Cotterell & Co  
Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton  
WV2 1AA

## Statement of Financial Activities for the year ending 31st March 2021

	Note	Unrestricted funds	Restricted funds	TOTAL	2020
<b>INCOME</b>					
<b>Donations</b>					
General donations	2	202064	59967	262031	105772
<b>Charitable activities</b>					
Grants and contracts	3	410458	113755	524213	248325
Property renovation appeal	4				265918
Miscellaneous income		24480		24480	6071
		<b>637002</b>	<b>173722</b>	<b>810724</b>	<b>626086</b>
<b>EXPENDITURE</b>					
<b>Charitable activities</b>					
Food and client support	5	477107	95193	572300	364848
Property renovation costs			0	0	283445
		<b>477107</b>	<b>95193</b>	<b>572300</b>	<b>648293</b>
<b>NET INCOME</b>					
		159895	78529	238424	-22207
Transfers between funds		167	-167		
		160062	78362	238424	-22207
Other recognised gains/losses					
<b>Net movement in funds</b>		160062	78362	238424	-22207
Funds brought forward		132420	8747	141167	163374
<b>TOTAL FUNDS</b>	<b>13</b>	<b>292482</b>	<b>87109</b>	<b>379591</b>	<b>141167</b>

All income and expenditure is from continuing operations

## Balance Sheet as at 31st March 2021

	Note		2020
<b>Fixed Assets</b>			
Tangible Fixed Assets	10	5060	8013
<b>Current Assets</b>			
Debtors	11	50056	47647
Cash at bank		392837	103868
		<b>442893</b>	<b>151515</b>
<b>Creditors</b>			
Amounts falling due within one year	12	-68362	-18361
<b>Net Current Assets</b>		374531	133154
<b>Net Assets</b>		<b>379591</b>	<b>141167</b>
<b>Funds</b>			
Restricted funds		87109	8747
Designated Funds		125000	
Unrestricted funds		167482	132420
		<b>379591</b>	<b>141167</b>

Signed by Nigel Tinsley on behalf of the Trustees on \*\*

*Nigel Tinsley* 15.11.21

## Statement of Cash Flows for the year ending 31st March 2021

	Note		2020
<b>Cash flows from operating activities</b>			
Net income		238424	-22207
<b>Adjustments for</b>			
Purchase of Fixed Assets		-3554	-8070
Depreciation of tangible fixed assets		6507	8405
Increase/decrease in debtors		-2409	-31028
Increase/decrease in creditors		50001	-11975
		50545	-42668
<b>Net cash provided by operating activities</b>		<b>288969</b>	<b>-64875</b>
<b>Cash flows from financial activities</b>			
Repayments of borrowings		0	0
Net increase/decrease in cash		288969	-64875
Cash at beginning of year		103868	168743
<b>Cash at end of year</b>		<b>392837</b>	<b>103868</b>

# Good Shepherd Services CIO

## Notes to the Financial Statements

### for the year ending 31st March 2021

#### 1. Accounting policies

- a. Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received. Gifts in kind are valued at their estimated value to the project and included under the appropriate headings.
- b. Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. Where it is not possible to value the goods or services, such as volunteer time or donated goods, the accounts do not include them.
- c. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them.
- d. Restricted funds are to be used for the specified purpose as laid down by the donor. Expenditure which meets these criteria is identified to the fund.
- e. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- f. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- g. Alterations to leasehold premises are written off in full in the year in which they are incurred
- h. Fixed assets are for use by the charity in fulfilling its main charitable objectives and are capitalised and depreciated. Depreciation is provided on all fixed assets at rates calculated to write off the costs of each asset over its estimated useful life at the following rates:

Equipment	33% per annum	straight line basis
Motor Vehicles	33% per annum	straight line basis
Computers	33% per annum	straight line basis

#### 2. Donations

	Unrestricted	Restricted	2020
Churches and faith-based giving	12100		12528
Gift Aid recovered	17525		9304
Legacies	2500		464
Individual giving	123335	329	50510
Companies and organisations	46604	59638	32966
	<b>202064</b>	<b>59967</b>	<b>105772</b>

### 3. Income from Charitable Activities

	Unrestricted	Restricted	2020
<b>Grants and contracts</b>			
City of Wolverhampton	324621	9355	158976
Eveson Charitable Trust	10000	6000	10000
PM Dumbell	4000		
Western Power Community Matters Fund	2840		
Adint Charitable Trust	10000		
Albert Gubay Charitable Foundation	12354		
WO Street Charitable Foundation	5000		
Heart of England Community Foundation		5000	
National Lottery Awards For All		7500	
Steve Bull Foundation		2000	
Porticus UK		37493	
Sobell Foundation		10000	10000
Tudor Trust		52336	26426
E and D Cadbury Trust	2000		
Feeding our City Crowd Funding Appeal	3245		
29th May 1961 Charitable Trust	7500		
Co-op Local Community Fund	1936		3567
Big Charity Trust	1250		
Millies Watch	5000		
Luckett Charitable Trust	2000		
£1000 and under	6712	750	
WRAP Emergency Surplus Fund		9340	
Heart of England Doing Things Differently Fund		15000	
Homeless Link Winter Fund		11000	
Enterprise Trust	12000		
Charles Burrell 2016 Settlement			10000
Socks and Chocs			5979
Britford Bridge Trust			5000
Grants £1000 and under			3907
	410458	165774	233855
Deferred to future periods		-58382	-6363
Deferred from previous period		6363	20833
	<b>410458</b>	<b>113755</b>	<b>248325</b>

#### 4. Property renovation appeal

Rank Foundation (Pebbles)			4000	
St John of God			65000	
Morrisons Foundation			4310	
Anonymous			100000	
Roger and Douglas Turner Trust			3000	
Steve Bull Foundation			2376	
The James   Beattie Charitable Trust			15000	
The Beatrice Laing Family Trust			5000	
Clothworkers Foundation			25000	
Wolves Foundation (Sleepout)			25177	
Socks and Chocs			7055	
Bernard Sunley Foundation			10000	
		<b>0</b>	<b>265918</b>	
	612522	173722	620015	786244
				24337
				143
				810724

#### 5. Food and client support

	Food	Client support	Total	2020
Salaries	81127	233517	314644	186100
Training	0	539	539	
Volunteer expenses	210		210	1296
Equipment costs	1486	1809	3295	4446
Cleaning and waste disposal	8195	0	8195	4957
Food costs	11702	0	11702	6301
Client welfare	878	22990	23868	13521
Disposable items	4012	0	4012	6320
Property costs	0	7737	7737	27874
Rent		19767	19767	
Motor expenses	7620	0	7620	7634
Telephone		1581	1581	
Office expenses	0	7337	7337	
Support costs	41716.3	120076.7	161793	106399
	<b>156946</b>	<b>415354</b>	<b>572300</b>	<b>364848</b>

## 6. Support costs

		<b>2020</b>
Salaries	40901	73214
Training	635	5471
Depreciation	6507	7312
Professional fees	25909	3998
Property costs	40793	4919
Rent	33604	
Independent examination	736	562
Trustee expenses	0	0
IT costs	1675	3201
Telephone	2809	3612
Insurance	2408	892
Other costs	5816	3218
	<b>161793</b>	<b>106399</b>

Property costs are allocated on the basis of space used  
Support costs are allocated on the basis of staff numbers

## 7. Net Income/Expenditure

<b>Net Income /expenditure is shown after charging:</b>		<b>2020</b>
Depreciation - owned assets	6507	8405
Independent Examiners fee	736	556

## 8. Trustees' Remuneration and benefits

No Trustee received any remuneration or benefits (2020 - Nil)

## 9. Staff costs

		<b>2020</b>
Wages	328944	238168
Pension contributions	6540	4733
Social Security costs	27232	19414
	<b>362716</b>	<b>264335</b>

The number of employees receiving more than £60,000 was NIL (2020 - Nil)  
The average number of staff employed was 16 (2020 - 21)

## 10. Tangible Fixed Assets

	Equipment	Computers	Total
<b>COST</b>			
At 1st April 2020	5438	14256	19694
Additions	3554		3554
Disposals			0
<b>At 31st March 2021</b>	<b>8992</b>	<b>14256</b>	<b>23248</b>
<b>DEPRECIATION</b>			
At 1st April 2020	4868	6813	11681
Charge for the year	1755	4752	6507
Written back on disposal			0
<b>At 31st March 2021</b>	<b>6623</b>	<b>11565</b>	<b>18188</b>
<b>NET BOOK VALUE</b>			
At 31st March 2021	2369	2691	5060
<b>At 31st March 2020</b>	<b>570</b>	<b>7443</b>	<b>8013</b>

## 11. Debtors

		2020
Debtors	30355	32932
Prepayments	19701	14715
	<b>50056</b>	<b>47647</b>

## 12. Creditors

		2020
Amounts falling due within one year		
Trade creditors	0	-3364
Accrued expenses	-1245	-2638
Taxes and pensions	-8736	-5997
Deferred income	-58382	-6363
	<b>-68363</b>	<b>-18362</b>

### 13. Movement in Funds

	Brought forward	Income	Expenditure	Transfers	Carried forward
<b>Restricted funds</b>					
Client welfare	1372	168722	-73450	-37193	59451
Property renovation	2375	0	-16743	14368	0
Salary funds	5000	5000	-5000	0	5000
	8747	173722	-95193	-22825	64451
<b>Designated funds</b>					
Property purchase fund				125000	125000
Property renovation fund	14000			-14000	0
	14000	0	0	111000	125000
<b>Unrestricted funds</b>					
Food and client support	118420	637002	-477107	-88175	190140
<b>Total funds</b>	<b>141167</b>	<b>810724</b>	<b>-572300</b>	<b>0</b>	<b>379591</b>

During the reporting period the charity entered negotiations to purchase the freehold of 63 and 65 Waterloo Road Wolverhampton. The designated fund represents the amount necessary to complete the purchase, which has also been funded by grants and loans.

#### 14. Comparative Statement of Financial Activities

	Note	Unrestricted funds	Restricted funds	TOTAL 2020	2021
<b>INCOME</b>					
<b>Donations</b>					
General donations	2	105772		105772	254957
<b>Charitable activities</b>					
Grants and contracts	3	190758	57567	248325	531287
Property renovation appeal	4		265918	265918	0
Miscellaneous income		6071		6071	24480
		<b>302601</b>	<b>323485</b>	<b>626086</b>	<b>810724</b>
<b>EXPENDITURE</b>					
<b>Charitable activities</b>					
Food and client support programmes	5	301280	63568	364848	572300
Property renovation costs			283445	283445	0
		<b>301280</b>	<b>347013</b>	<b>648293</b>	<b>572300</b>
<b>NET INCOME</b>					
Transfers between funds		1321	-23528	-22207	238424
		-18967	18967		
Other recognised gains/losses		-17646	-4561	-22207	238424
<b>Net movement in funds</b>		<b>-17646</b>	<b>-4561</b>	<b>-22207</b>	<b>238424</b>
Funds brought forward		150066	13308	163374	141167
<b>TOTAL FUNDS</b>		<b>132420</b>	<b>8747</b>	<b>141167</b>	<b>379591</b>

All income and expenditure is from continuing operations

