



# 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 FCMl

**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**

**1,364**



**478**

External Referrals



**3,922**

Casework Sessions



**187**

Activities



**23,165**

Hot meals



**3,572**

Family pantry visits



**5,301**

Individual food parcels

### Outcomes

Trained as LEAP Peer Mentors **15**

Digital inclusion (given laptop, internet access etc.) **50**

Supported into training or education **131**

Better health management **17**

Engaged in meaningful activity **80**

Supported to volunteer **23**

### Key Interventions

Addiction **69**

Benefits **221**

Employment training & education **246**

Housing advice **617**

Support with debt **62**

Support with mental health & wellbeing **926**

Support physical health **23**

Supported engagement with other services **380**

Clothing **81**

Gained accommodation **23**

Homelessness prevention **149**

Gained employment **11**

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.



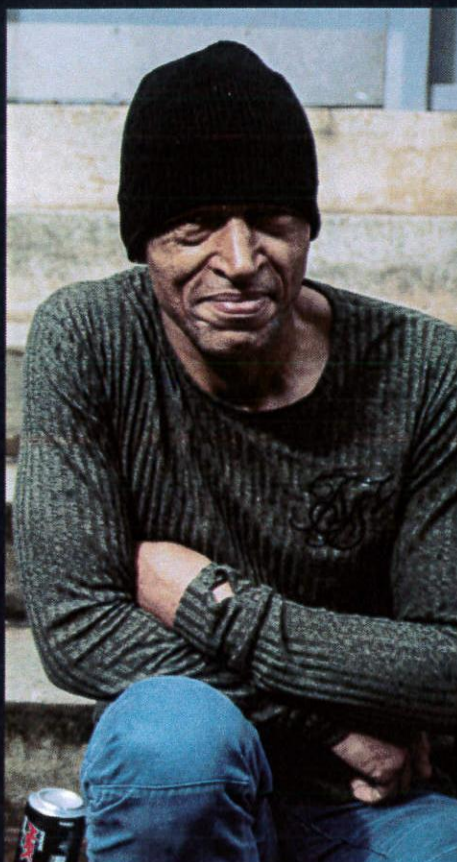
## Housing First

**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:

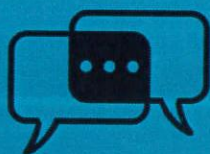


**Shortlisted for Homeless Link Excellence award under support and navigation**



**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.

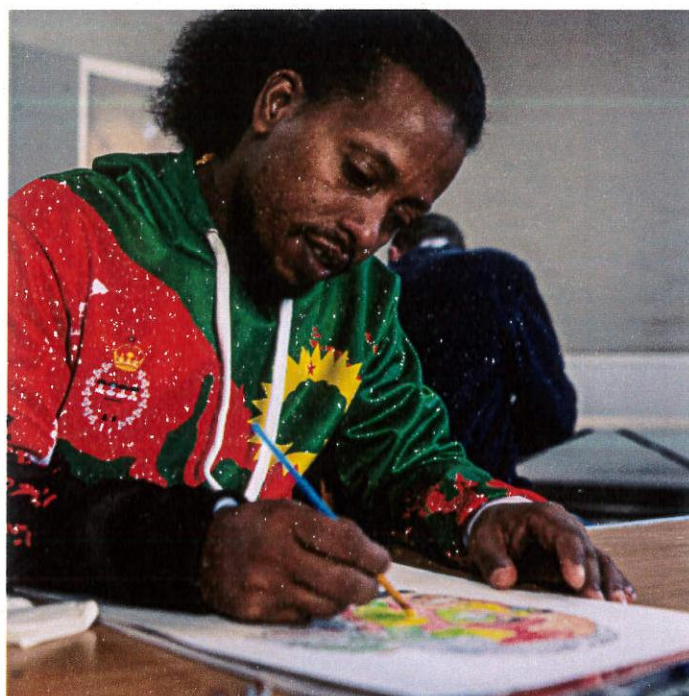
## Awal

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.

## 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)

## 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.

## 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.

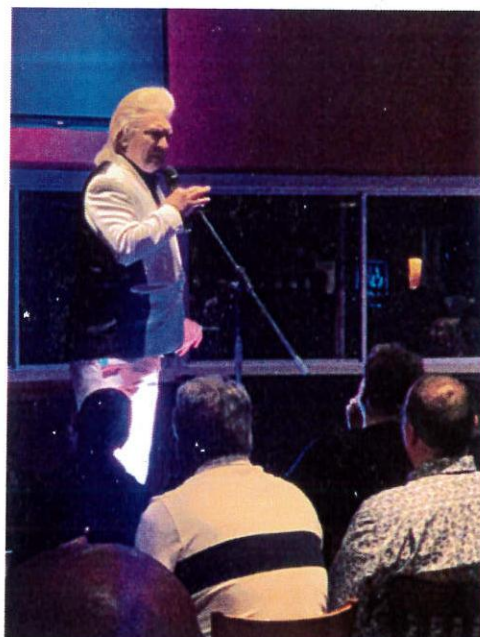
Comedy nights have also become a regular feature of Good Shepherd fundraising, our thanks go to local sports pub the Cleveland Arms for hosting and organisers and comedians who give up their time. Two of these nights were held during 2023, including one with 'Clinton Baptiste' of Phoenix Nights fame,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



25 April 2024

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

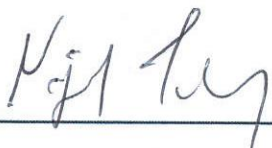


## Good Shepherd Services CIO Balance Sheet

as at 31st December 2023

	Note		31.12.22
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	579543	591102
<b>Current Assests</b>			
Debtors	10	71011	68940
Cash at bank		374203	359221
		<b>445214</b>	<b>428161</b>
<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>		<b>771337</b>	<b>742692</b>
<b>Funds</b>			
Restricted funds	12	18374	48831
Capital funds		246000	258000
Unrestricted funds		506963	435861
		<b>771337</b>	<b>742692</b>

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

31.12.22

### Cash flows from operating activities

Net income	28645	46100
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### Adjustments for

Depreciation of tangible fixed assets	20697	18225
Increase/decrease in debtors	-2071	5766
Increase/decrease in creditors	11849	48517
	30475	72508

### Net cash provided by operating activities

59120	118608
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### Investment activities

Purchase of fixed assets	-9138	-5217
--------------------------	-------	-------

### Cash flows from financial activities

Repayments of borrowings	-35000	-10000
--------------------------	--------	--------

### Net increase/decrease in cash

14982	103391
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### Cash at beginning of year

359221	255830
--------	--------

### Cash at end of year

374203	359221
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## 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

4

### Food and client support

	Food	Client support	Total	31.12.22
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>

5

### Support costs

			31.12.22
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

**98130** **75513**

Major property renovation

**216557** **53217**

Total food & client support

**899055** **763589**

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

6

### Net Income/Expenditure

31.12.22

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

	31.12.23	31.12.22
Salaries	486957	473743
Pension contributions	9187	9543
Social Security costs	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				
Debtors	52963			31.12.22 65566
Prepayments	18048			3374
	<b>71011</b>			<b>68940</b>
11 Creditors				
Trade creditors	-402			31.12.22 170
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 Movement in Funds	Brought forward	Income	Expenditure	Transfers	Carried forward
<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 Comparative Statement of Financial Activities	Note	Year to 31.12.22			Total	Year ended 31.12.23
		Unrestricted funds	Restricted funds	Restricted Capital funds		
<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	
Property depreciation				12000	12000	939665
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			
		27392	30708	-12000	46100	28645
Other recognised gains/losses						
<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>
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