



Annual Report 2018

Chairperson's Foreword

With the growing housing crisis, particularly for families, the demand for and provision of services provided by Good Shepherd Cork increased significantly in 2018.

A major goal for 2018 was to increase the number of family places in our emergency accommodation and for the first time to be able to accommodate fathers and older sons as well as mothers and children. We are pleased to be able to report that we were able to achieve this with the opening of Redclyffe Family Hub, operated in conjunction with Cork City Council, in late June 2018.

In addition to women, children and families supported in emergency accommodation, there have been year-on-year increased demands for support from families staying in B&Bs and from former service users seeking support to maintain existing tenancies.

The increased length of time families are spending in emergency accommodation has necessitated an enhancement of the social and psychological support and skills development provided to children, women and families. Working collaboratively and in partnership with Tusla, HSE and CETB as well as Cork City Council, we have been able to greatly improve the level and quality of supports and one-to-one services over 2018.

The number of highly qualified staff in the service continues to grow to enable us to expand and continuously improve the quality and range of our services.

In late 2018 we finalised our Strategic Plan 'Valuing Every Individual' which sets out our ambitions for Good Shepherd Cork through to end 2021. In 2018 we had total income of €2.8 million, which was on target and there was a modest surplus which we will reinvest in serving our mission. For this we are indebted to our funders, including the generosity of the people of Cork and beyond.

The Board of Trustees wishes to recognise the fantastic work that is done each and every day by the staff in our services, very ably led by Allison Aldred as CEO, Jane Murphy as Mission Leader and all of our managers.

After ten years as member and, more latterly, as Chair of the Board of Good Shepherd Cork, Miriam De Barra retired as Chairperson at the close of 2018. Good Shepherd Cork witnessed significant growth and development under Miriam's sterling leadership and the Trustees wish to thank her for her great commitment and strategic guidance over this period.

Despite increasing demands on our service we have managed to broaden our reach, deepen our capabilities and approve a new strategic plan in 2018. In 2019 we are looking forward to the redevelopment of Edel House and other points of progress.

We hope that this report gives an insight into who we are, what we do and the progress we are making in achieving our charitable purpose.

Brendan Lenihan
Chair
July 2019



Introduction



Good Shepherd Cork is an independent, registered charity established in 1981. We work with women, children and families who are homeless, or at risk of homelessness. We welcome people of all backgrounds, ages and stages of life. Our work is grounded in our belief in social justice and equality. We address the root causes of homelessness and social exclusion and aim to break the cycle of homelessness through generations.



Mission: Through trusting relationships we support women and children who are vulnerable to homelessness to live more empowered, fulfilled and self-sufficient lives.
We work with women, children and families to achieve our mission.



Vision: Our vision is a society where every woman and child enjoy a secure, safe and dignified home in a supportive environment, respectful of their rights.

The External Context in 2018

The housing crisis in Ireland is forcing more and more people into homelessness. A characteristic of the current homelessness crisis in Ireland is that it is a crisis of families.

At the close of 2018 there were nearly 10,000 people in emergency accommodation in Ireland, including over 3,700 children¹. Over two-thirds of homeless people in Ireland are women and children.

Approximately 8% of homeless people in Ireland are in Cork City and County, which meant that more than 200 children in Cork spent Christmas 2018 homeless and in emergency accommodation. The number of families who were homeless in Cork City and County nearly doubled between early 2018 and early 2019².

A proportion of our service users fall into homelessness because of other complex issues in their lives – domestic violence, addiction, health issues. But over 2018 we have seen many families coming into our services because they cannot find anywhere to live. Many have been given notice to quit by a landlord wanting to sell the property in which they have been living, or to do some refurbishment and charge a higher rent, and they simply have not been able to find any alternative, affordable place to live. Despite the introduction of rent pressure zones, we have heard of many landlords increasing rents and, as housing assistance payments for those on low incomes are fixed, this is leaving our service users struggling to make up the difference – sometimes forcing families to have to choose between paying rent or buying food.

In this context, the demands and services provided by on Good Shepherd Cork have grown considerably over 2018. As the only agency in Cork that provides emergency accommodation for children and families, our services are at full capacity.



¹ Department of Housing, Planning and Local Government, December 2018 Homelessness Report

² Cork City Council homelessness data

Scale and scope of our services

Over 2018 we worked with over 830 women and children and a small number of fathers.

This included 203 women and children staying in Edel House. Sadly, the scale of the crisis meant that we had to turn away 232 women and 230 children from Edel House over the year because every bed was full. (This was a sizeable increase in the numbers we had to turn away - 30% overall and a 66% increase in the number of children – over the previous year).

With the support of Cork City Council, we opened Redclyffe, our family hub service, in mid 2018. Redclyffe houses, on average, 20 adults and 35 children each night. A total of 63 children and 50 adults stayed at Redclyffe in the six-month period between the opening in late June and the close of the year.

We have seen a huge rise in the number of families staying in, usually highly unsuitable, bed and breakfast and hotel accommodation in Cork City and County because our emergency accommodation is at full capacity. Our two B&B Support Workers were working with nearly 50 families (with more than a 100 children) by the close of 2018.

17 young women were admitted to Riverview, our centre for teenage girls who are out of home, over 2018.

We worked with 30 learners at our education and development centre, Bruac, over the year.

Our Support and Advocacy team has seen a significant increase in women seeking their support to maintain tenancies. The team were actively working with 117 women and their children by December 2018.

We also provide longer-term accommodation at the 36 unit housing complex at Baile An Aoire. This service provides long-term supported housing to a number of vulnerable older women, most of whom grew up in the care of the Good Shepherd Sisters, and younger women who have moved to Baile An Aoire from Edel House or other homelessness services. Also managed under this service are two apartments leased to Good Shepherd by Cork City Council. In 2018, the apartments provided several families with stable accommodation for some months as we worked with them to identify suitable long-term housing options.

Over 2018, Good Shepherd Cork and the Good Shepherd Sisters worked together towards completion of the transfer of ownership of Baile An Aoire to Good Shepherd Cork. The transfer was finalised in 2019.



How We Are Helping

In 2018 we provided nearly 400 women and children with a safe place to stay in our residential services.

We provided residential services in Edel House (emergency shelter), Redclyffe (family hub), Riverview (centre for teenage girls who are out of home) and through our collaboration in running long-term supported housing at Baile An Aoire. We also provided a wide range of practical guidance and supports to help residents find and move on to secure long-term housing. In addition to providing safe accommodation, we offer a range of social, educational and therapeutic supports to our service users.

As the homelessness crisis increases, people are forced to stay in emergency accommodation for longer periods, typically several months and sometimes over a year as it becomes increasingly difficult to find affordable housing. In this context we are offering a range of supports to children and parents to best equip them to cope with the stresses of homelessness and the challenges of life in emergency accommodation and to smooth their transition to stable, long-term accommodation.

Our Childcare Workers and Social Care staff keep children and teenagers in emergency accommodation busy and stimulated with activities and outings – to the park when weather permits, to sports facilities, to play and leisure centres. (When ‘home’ is one or two rooms for the whole family – getting out and burning off energy is essential for mental and physical wellbeing.)

We had outings to a local farm and to cooking classes so children can learn about and enjoy some healthy food – a particular challenge for those staying in B&Bs without any cooking facilities.

With the support of the Lord Mayor’s office we took nearly 200 children, parents and staff to see Santa at Fota in December. And every week, in collaboration with Tusla’s Springboard project, there is a very energetic Youth Club for children in our services so they can race about and play, away from the constraints of emergency accommodation and from the stresses and stigma of homelessness. For older children and teenagers we encourage exercise and new experiences (horse riding, cycling, dancing) though sometimes they just want to go out for a coffee with one of our staff and have the chance to talk about their situation with a caring adult that understands.

In 2018 we started Homework Clubs in Edel House and Redclyffe because we know children who are homeless often fall behind in their schoolwork. With the support of Tusla and their Creative Community Alternatives programme, which aims to stop children being taken into care, when we see that a child, or family, are particularly struggling we can offer more intensive one to one supports.



How We Are Helping (Cont.)

We know it is important to support parents so they can support their children.

We have two counsellors working with us on a regular basis providing intensive one to one counselling for residents who want to avail of this support. We can provide childcare to help parents attend.

With the support of volunteers and generous donations from local companies and the local community, we have been able to do-up and equip play rooms in Edel House and Redclyffe over the year and to re-furbish the kitchen and living room in Riverview, our residential centre for teenage girls.

In 2018 we worked closely with the Office of the Ombudsman for Children on a study of the experiences of children living in Family Hubs in Ireland, launched in 2019 the report 'No Place Like Home' outlined children's views and experiences of living in Family Hubs, including our own service at Redclyffe.

We worked with the School of Applied Psychology in UCC to make sure that our services use a 'Trauma Informed' approach, recognising that trauma can be a cause and consequence of homelessness. With the support of Tusla's domestic, sexual and gender based violence service, we commissioned research into the experience of domestic and sexual violence amongst our service users. The final report, 'Breaking That Cycle', reports that '9-out-of-10 [of our service users] are likely to have suffered abuse as an adult and 1-out-of-2 having experienced it in their childhood. The report goes on to say that 'All of those who had experienced abuse in their family growing up, including those placed in care, went on to suffer abuse as an adult'. A conclusion which makes our interventions with children in our services who have witnessed or experienced violence, all the more essential.

We must break this cycle.

In our education and development service, based in Bruac, we are providing a QQI level 3 qualification, equivalent to Junior Certificate, for teenage girls and young women who have fallen out of mainstream education. Over the academic year 2017/2018 we had 14 learners enrolled for the QQI course and a similar number engaging with us on a more informal basis. We secured generous philanthropic funding to be able to extend and upgrade the kitchen at Bruac and this work started in autumn 2018. The kitchen is the heart of Bruac, relationships are built there, skills are learnt, and barriers are broken down. The extended kitchen and training space allows us to offer our learners more practical cooking skills and the opportunity to work towards a catering qualification.



How We Are Helping (Cont.)

We have been very pleased with the success of our Making Home Making Change project since it was launched in March 2018.

This offers tailored learning opportunities on a one to one and small group basis for teenage girls and women living in our emergency accommodation. It is a highly personalised programme that starts from 'where the learner's at' and acknowledges the significant personal support required for a person in crisis to engage meaningfully in learning. We are delighted to have secured sufficient funding to continue and expand this initiative in 2019.

Our Support and Advocacy team work with women who have moved on from our emergency accommodation but need support to maintain their tenancies. Alongside practical supports around housing, we organise group activities, social and therapeutic, as many struggle with social isolation. Over the year we ran a regular DVD night where women get together to make dinner and enjoy a DVD together, offered baking classes, coffee mornings, 'Gym & Swim', and well-being programmes.

In late 2017, two of our staff became accredited trainers for the evidence based mental health and well-being programme – Wellness Recovery Action Plan (WRAP) and over 2018 they have been able to train a group of eight – staff and former service users – to be WRAP facilitators. This means we are able to offer WRAP workshops across our services both as a tool for service users to help build resilience and develop coping skills and as a team development tool for our staff.

Throughout 2018 we worked closely with Cork City Council to secure funding from the Department of Housing, Planning and Local Government for a major re-development of Edel House. Although the year closed with no decision on this, we were delighted to receive confirmation of funding in January 2019 with construction starting in April 2019.



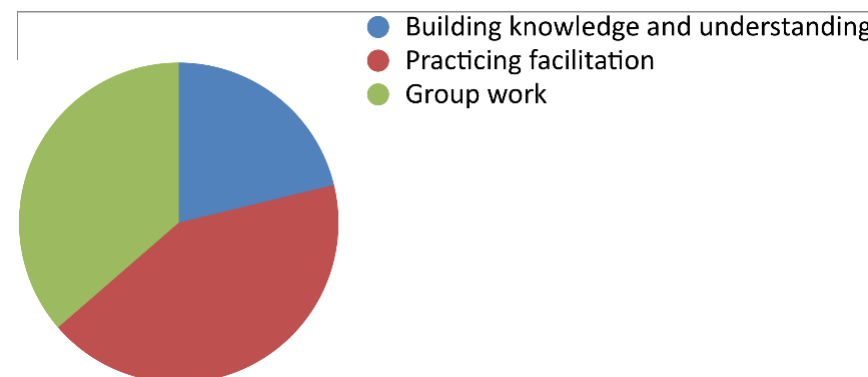


The Wellness Recovery Action Plan (WRAP®) was developed initially by Mary Ellen Copeland, following her personal experience of mental health difficulties, the programme helps us to identify *What Makes Us Well*. WRAP® participants create a personalized recovery system of wellness tools and action plans to achieve a wellness vision despite life's daily challenges. The groups are designed to give each person choices and options, not final answers. From a place of strength, we can then learn to develop our own wellness tools to relieve difficult situations and make plans to allow us to maintain our wellness.

The WRAP® programme was introduced to GSC in 2014 and has grown in strength over the past five years. The programme is now used as a wellness tool by both staff and service users. In 2018, a further 20 people participated in WRAP® training programmes facilitated by GSC staff. In April, 12 staff completed WRAP® part 1, a two-day personal wellness programme. The sessions are designed to be fun and interactive and feedback from the training session was highly complementary. Staff indicated they intended to take a range of positive actions e.g.



In October, in a very exciting development for GSC, eight experienced WRAP® users progressed to the five-day intensive facilitator training programme. This course is 5 intensive days of workshops that prepares participants to facilitate WRAP® classes and equips them with the skills and materials to facilitate classes in their community and organization. For the first time, three service users were trained as WRAP® facilitators, together with five staff members. In addition, the facilitator training was led for the first time by two GSC staff members, who had previously completed the Advanced Level WRAP Facilitator Training in Dublin. Feedback from this training indicated participants found it most useful for building knowledge and understanding of WRAP®, practicing facilitation and participation in group work. The presenters, material, learning experience and group discussions were rated as very helpful by all participants.



At Good Shepherd Cork we work hard to incorporate WRAP® and recovery into our daily lives, for people we support and for staff to create a culture of wellness across the organisation.

Strategic Plan

Over 2018, staff, Board members and service users engaged in the development of a new Strategic Plan for Good Shepherd Cork 'Valuing Every Individual' which will guide our work over the period 2018 – 2021. By the end of the plan period we aim to be delivering the following outcomes (changes) in the lives of the people who avail of our services:

Women, children and families in our residential services have a safe, dignified and empowering environment in which to live and can access educational and therapeutic supports to strengthen their capacity to move on to and remain in safe, secure long-term housing.

Service users are supported to move on to safe, secure long-term housing as quickly as possible and are well supported, on an on-going basis, to maintain their tenancies and empowered to build fulfilled and self-sufficient lives.

Women living highly chaotic lives who we are unable to accommodate at Edel House, for reasons of safety of other residents, have a safe place to stay from where they have opportunities to engage with mental health or addiction services.

Young women 16 – 18 years have a dedicated residential facility at Riverview whilst those 18 years and over have a separate dedicated facility - each providing an age-appropriate environment and supports.

Girls and women in our education and development service at Bruac and those in our residential services have access to high quality learning opportunities that work with learners 'where they are at', build confidence and self-esteem and offer opportunities to develop practical life skills and gain qualifications that offer a bridge to other opportunities.

Children in our residential services have access to supports that help build their resilience and capacity to cope with the effects of homelessness and any underlying issues that have brought them into homeless services.

Women and children in our services who have experienced, or been exposed to, mental health issues, addiction problems or Domestic Violence, can avail of relevant supports - either directly in our services or through our collaboration with other agencies.

Non-nationals and those from other minority groups are able to readily access our services and find them relevant and culturally appropriate.

Women in our services have access to affordable childcare so as to avail of supports available.

All service users have access to the Wellness Recovery Action Plan programme.

Governance Arrangements

Good Shepherd Cork is an independent Cork-based charity registered with the Charity Regulator with a voluntary Board of Directors.

We are committed to maintaining the highest standards of person-centred practice, good management and corporate governance. The Board of Trustees is made up of nine highly experienced non-executive and external members, recruited through trusted recommendations and/or Board Match for their knowledge and expertise and drawn from diverse backgrounds. The Board members serve for terms of four years and the Chair is selected by the Board. The Board meets at least nine times a year with a minimum quorum of three and subcommittees appointed as required. All Board members complete an induction programme and are made fully aware of the conflict of interest procedures. There are clear distinctions between the roles of the Board and the executive management team.

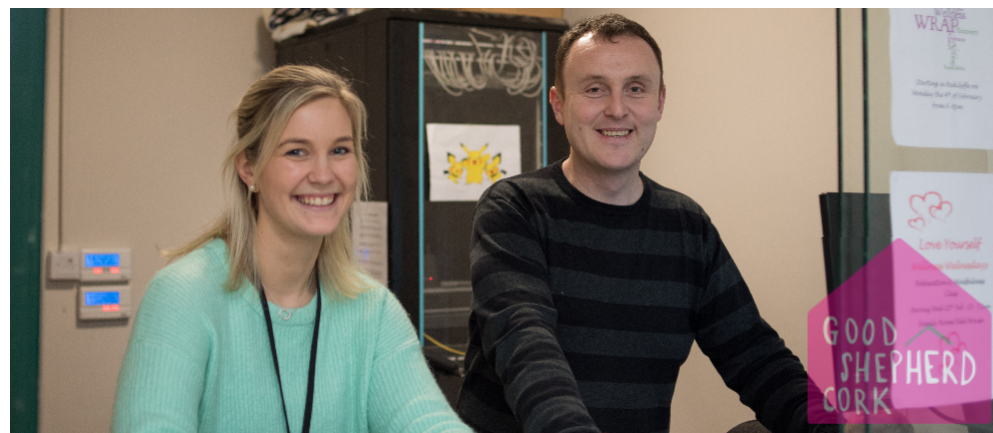
All our Directors are volunteers and do not receive any remuneration or expenses for their work with Good Shepherd Cork. The Directors who served on the Board over 2018 were:

Ms Miriam De Barra (Chair, resigned December 2018), Mr Garvan Corkery, Ms Ann Marie O'Sullivan, Ms Brigette Minter (resigned September 2018), Sister Ethna McDermott, Mr Paddy Caffrey, Mr Brendan Lenihan, Mr Jim Mulcahy, Ms Deirdre Carwood (appointed October), Ms Sinead Corcoran (appointed October and Secretary to the Board).

CEO is normally in attendance but is not a member of the Board.

We are compliant with the Statement of Recommended Practice (SORP) and the Guidelines for Charitable Organisations Fundraising from the Public and over 2018 were on the journey to compliance with the Governance Code, with a view to achieving full compliance in 2019.

Our annual accounts are audited by Moore Stephens and are published on our website. We work to best practice service-level agreements with our major statutory funders.



Registered Office: Bruac, The Priory, redemption Road, Cork
T23 C579

Good Shepherd Cork Ltd, Company Limited by Guarantee,
Registered in Ireland. Company number 82114.

Charity Number CHY 13399.

Registered with the Charities Regulator: CRA Number
20041618.

Tel: 021 439 1188 Email: info@goodshepherdcork.ie

Web: www.goodshepherdcork.ie

Income and Expenditure

Income in 2018 was €2.8 million.

The increase over 2017 was the result of the opening of Redclyffe mid year; a modest increase in funds from our statutory donors to allow us to deliver additional supports to people in our homelessness services and a small uplift in fundraising income. Expenditure was on target, giving us a modest surplus over the year.

We are extremely grateful to Tusla, HSE, Cork City Council, Cork ETB and our corporate, philanthropic and individual donors and supporters for their sustained support over the year, for their confidence in Good Shepherd Cork and their commitment to bettering the lives of our service users.

Income	Grants & Contracts	Fundraising	Rent and other	Total 2018	Total 2017
Tusla	1,307,394			1,307,394	1,209,460
HSE	552,217			552,217	447,222
Cork City Council	518,333			518,333	272,974
CETB	118,696			118,696	118,353
YPSFS Grant	57,827			57,827	46,636
Rent			54,335	54,335	41,560
Donations, gifts, other grants	34,865	90,667		125,532	99,236
Sundry income	88,955			88,955	58,117
Amortisation of capital grants			31,011	31,011	11,068
Investments			1,344	1,344	1,753
Other income			7,000	7,000	
Total	2,678,287	90,667	93,690	2,862,644	2,306,379

Expenditure	2018	2017
Staff costs	2,175,578	1,933,669
Depreciation and impairment	78,783	56,769
Insurance	31,965	30,196
Light and heat	45,305	35,213
Repairs and maintenance	159,297	88,704
Office expenses	3,361	6,031
Crafts and recreation	12,754	9,951
Printing, post, stationery	17,615	16,102
Telephone	14,302	9,970
Motor and travel	16,279	15,091
Client care	22,155	14,068
Household expenses	21,327	22,395
Sundry expenses	22,351	9,577
Course materials	10,637	12,002
Security (Redclyffe)	38,962	-
Audit fees	5,659	6,815
Other support costs (incl. training, accountancy and professional fees)	112,247	36,496
Total	2,788,577	2,303,049

Our full audited accounts for 2018 and for previous years are available on our website: www.goodshepherdscork.ie