



*First a Home,  
then Hope*

# ***Valuing Every Individual***

## **Good Shepherd Cork Strategic Plan 2018 - 2021**

**November 2018**

# Contents

1. Executive Summary
2. Methodology
3. Who we are and how we work – our vision, mission, values and ‘theory of change’
4. The changing context in which we work
5. The change we want to bring about – how and for whom
6. Priorities for the plan period
7. Resource requirements and plans to grow our income
8. Risks and assumptions

## 1. Executive Summary

Good Shepherd Cork is an independent, Cork-based charity. We provide emergency and longer-term accommodation, education, outreach and support services for women and children across Cork City and County who are homeless or vulnerable to homelessness.

This strategic plan 'Valuing every Individual' covers the period 2018 – 2021. It sets out our ambitions for Good Shepherd Cork and the women, children and families we work with, over that period.

The Plan is presented in two parts. This Part 1 sets out the outcomes that Good Shepherd Cork wants to deliver by the end of the plan period and, in broad terms, the strategies and resources required. A separate Part 2 sets out more detailed activities and targets year by year.

By the end of the plan period, in late 2021, we want 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 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 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.

In order to deliver these outcomes we will:

1. **Have widened the types of accommodation we offer**, including:
  - Edel House re-developed
  - Redclyffe (family hub) up and running
  - Accommodation for the most vulnerable women (including those currently excluded from Edel House)
  - A dedicated residential facility for young women 18 years and over

- More transitional and long-term housing options for vulnerable women, children and families.
- 2. Be providing a greater level and range of supports directly to children in our services.**
  - 3. Be providing a greater level and range of supports to all service users** (either directly or in collaboration with other agencies), particularly:
    - Education and personal development opportunities
    - Mental health supports
    - Addiction supports
    - Supports for women and children who have experienced domestic violence
    - Childcare arrangements to allow women to access the above supports.
  - 4. Be fully accessible and relevant to the needs of non-nationals and other minority groups.**
  - 5. Be widely regarded as a highly professional organisation** that:
    - Values and rewards staff appropriately
    - Can demonstrate the positive impact we have in the lives of our service users
    - Has a strong brand and profile in Cork City and County, a large and active volunteer base and a successful fundraising operation
    - Maintains high standards of governance and accountability
    - Delivers high quality and innovative work.

All of the above are dependent on us being able to raise additional funding from Tusla, HSE and Department of Housing (via City Council), maintaining current levels of resourcing from CETB and strengthening our fundraising with trusts, foundations, corporates and individuals.

## 2. Methodology

The planning process covered three stages:

### *Phase 1 – Strategic Review*

This phase looked at *'where are we now and what's coming at us'*, reviewing the internal environment in Good Shepherd Cork and the external context in which we operate (see section 3. Who we are and how we work and section 4. The changing context in which we work).

### *Phase 2 – Strategic Thinking*

This phase looked at *'where we want to be'* by the end of the plan period. Conclusions of this phase are set out below in section 6. The change we want to bring about.

### *Phase 3 – Strategic Planning*

This phase looked at *'how will we get there'*. Conclusions are set out below in section 7. Priorities for the plan period, below, and in Part 2 of the plan.

The planning process was led by the GSC management team. Work undertaken to develop these plans included:

- Discussions with each of the staff teams
- Focus group discussions with service users in each service
- Series of key external informant interviews
- Analysis of external trends
- Review and feedback sessions with Board members.

### 3. Who we are and how we work – our vision, mission, values and ‘theory of change’

#### 3.1 Overview

Good Shepherd Cork works with women, children and families who are homeless or vulnerable to homelessness.

We run Edel House, an emergency shelter housing approximately 50 women and children; Riverview, a residential centre for teenage girls who are out of home and Bruac, an education and personal development project for teenage girls who are out of school. Our Support and Advocacy service provides emotional and practical supports, advocacy, accompaniment and referral services to women, young women and children who have moved on from homelessness but need on-going assistance to maintain tenancies and avoid a return to homelessness. We have recently opened a new family hub project, Redclyffe, which provides accommodation for up to 17 families who are homeless. We support dozens of other families who cannot find anywhere to live and are staying in bed and breakfast accommodation.

We work with women and children of all ages and backgrounds. Our emergency shelter and family hub are the only shelters in Cork which can accommodate children.

Over 2017 we supported over 800 women and children, including 234 women and children who stayed in Edel House and 426 women and children who engaged with Support and Advocacy service.

Good Shepherd Cork has a strong ethos. *Founded in Cork more than 40 years ago by Sr. Collette Hickey, a Good Shepherd Sister, we draw on a heritage of nearly 400 years of seeing and helping women and children who have been left behind.*

#### 3.2 Our Mission, Vision and Values

We have reviewed our mission, vision and values as part of the strategic planning process and have made modest modification to the Mission and Vision (changes are indicated in italics below):

- to refer to our aim to support service users to become more empowered;
- to reflect our growing work with families becoming homeless, including fathers and older sons;
- to reflect our commitment to human rights.

Our Values remain unchanged.

**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 enjoys a secure, safe and dignified home in a supportive environment, *respectful of their rights*.

#### **Our Values:**

- **Welcome:** We welcome women of all backgrounds, ages and stages in life in a non-judgemental way.
- **Respect & Dignity:** We acknowledge and respect the intrinsic dignity and value of each individual person, and promise trust, confidentiality and integrity in our conduct.
- **Ambition:** We are ambitious for the women and children we serve: we aim for lasting positive change.
- **Social Justice:** We believe in social justice and equality: we look to address the reasons for homelessness.

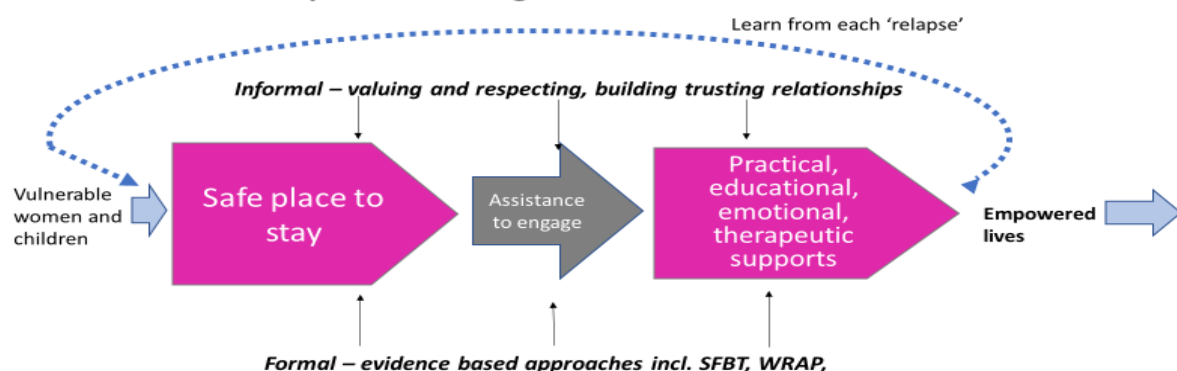
- **Leadership:** We look to lead and to give example in shaping a better future.
- **Collaboration & Partnership:** We are open and responsive to the women and children we serve and to working with other agencies and organisations.
- **Accountability:** We work to clear standards; we are transparent and answerable to our stakeholders; we are outcomes-focused and learn from each experience to improve our service.

### 3.3 Our theory of how change happens

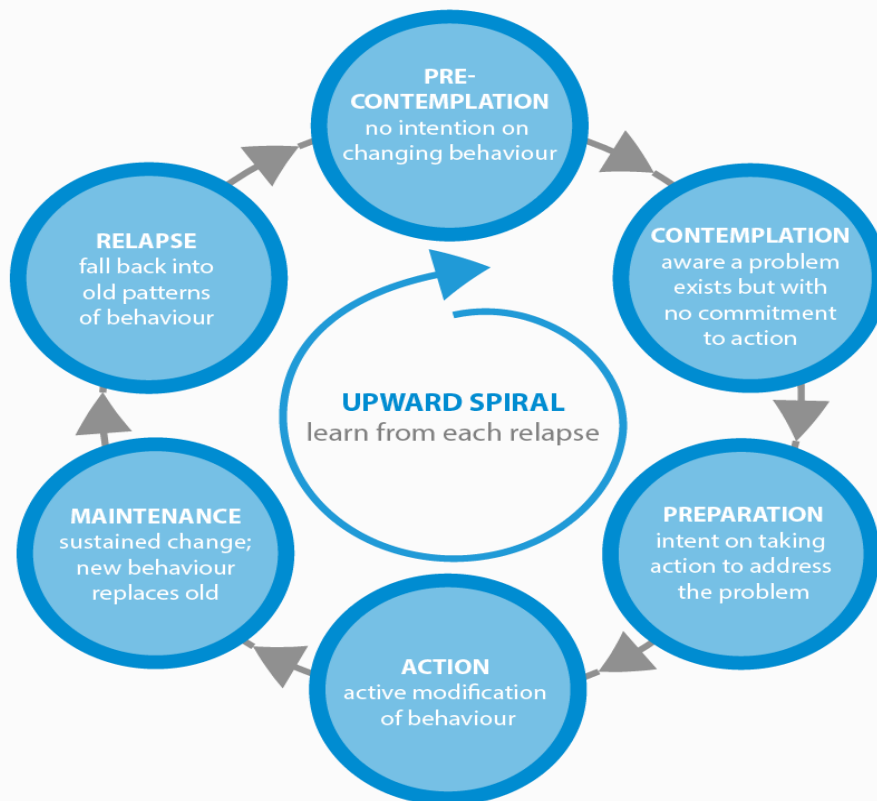
We believe that:

- People in every context have the potential to **bring about change in their lives**.
- For some people, facing multiple barriers that limit or exclude them from taking control of their lives, **small changes can be big steps**. We value these small changes and see them as part of a journey of empowerment.
- We support service users to bring about change in their lives:
  - **informally** - building trusted relationships, valuing and respecting every individual
  - **formally** – using evidence-based approaches (incl. Solution Focused Brief Therapy (SFBT) and Wellness Recovery Action Plan (WRAP)).
- We recognise some people need **considerable assistance** to be able to engage with supports, (whether delivered by us directly or through other agencies). And that people may **move backwards and forwards** through ‘stages of change’.
- We also recognise everyone moves through the stages **at their own pace**. Our work is not time limited and we stay with service users for as long as they need support.
- We want to bring about real change at the individual level – in the lives of women, children and families who are homeless or vulnerable to homelessness - but recognise that to do this at scale we **need to influence change more widely**. We can contribute to more systemic change by:
  - Conducting quality research and publishing findings;
  - Measuring and communicating the positive results of our services and approaches and encouraging others to replicate these;
  - Collaborating with other agencies to deliver services and in support of advocacy initiatives.
- To bring about lasting, societal change, **change needs to happen at many levels**, from the individual through the household, community, district and national.
- **Support for change must be authentic** - an organisation cannot credibly support a process of change ‘out there’ unless it lives the change within the organisation itself.

### GSC Theory of change



## STAGES OF CHANGE



The 'stages of change' model is a way of describing the process by which individuals move through a process of personal change. It was developed from work with people with addiction and is best known for its success in this area. However, the stages of change can also be applied to a range of other behaviours that people want to change, but have difficulty doing so.

There are four main stages:

- Precontemplation
- Contemplation
- Preparation
- Action.

The four stages can give rise to maintenance, when change is sustained. Many people exit the cycle at this point. But some people relapse and return to the original behaviour. A person may repeat the cycle on a number of occasions before maintenance becomes permanent and they exit the cycle. Some people may not reach this point.

The stages are represented as a cycle and it is suggested that people go through these stages in sequence. In reality, people can jump about between stages, go backward and forward, and even be in more than one stage at a time. But the sequential model provides a useful way of understanding the process of change and gives a structure to how change in behaviours can be encouraged and managed.

We find this model a helpful way of thinking about how individuals change. It also helps to inform our work with evidence-based approaches including WRAP and SFBT which can be seen as tools to support an individual on their journey through these 'stages of change'.



#### **4. The changing context in which we work**

A critical challenge in the context in which Good Shepherd Cork works has been the escalating housing crisis in Ireland with almost 10,000 people currently homeless. With the lack of available housing (social and private rented), slow progress in building new units, rapidly increasing property prices and rents (well in excess of HAP) and population pressures in the Cork area –it seems likely that the housing shortage will continue to worsen over the plan period.

As at September 2018, two-thirds of homeless people in Ireland are women and children and over 60% of homeless families are headed by a single parent, in most cases single mothers.

Whilst women, and children will continue to be the focus of our work, we have extended our mandate to explicitly work with families, including men and boys.

Other factors that influence our plans and priorities include:

- Increasing inequality and child poverty in Irish society, particularly for single parent households.
- Overstretched and under resourced mental health and addiction services.
- Growing recognition of impact of ‘adverse childhood experiences’ on children’s mental health – alongside a severe shortage of mental health supports for children and young people.
- High but hidden level of domestic violence which contributes to housing demands and the urgent need for support services for women experiencing violence - and the additional barriers that women experiencing violence face in finding safe, secure accommodation.
- Lack of affordable childcare which is a major barrier for women in disadvantaged households to access services and opportunities.
- A lack of literacy and digital literacy is a growing barrier to accessing government services, mainstream banking etc.
- Whilst there is a growing availability of educational opportunities, these are focussed at Leaving Cert and third level.
- The demanding regulatory environment in which we work (child protection, charity governance, HIQA standards, GDPR etc.) requires high standards of performance and compliance and adequate resourcing to achieve standards.
- The move to commissioning of public services is likely to change funding flows to the community and voluntary sector and require that agencies in the sector will need to be able to effectively measure and articulate outcomes (positive changes in people lives) to secure funding.

## **5. The change we want to bring about – how and for whom**

By the end of the plan period, in late 2021, we want 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 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.

## 6. Priorities for the plan period

In order to deliver these outcomes, Good Shepherd Cork plan, by end 2021, to:

1. **Have widened the types of accommodation we offer**, including:
  - Edel House re-developed
  - Redclyffe (family hub) up and running
  - Accommodation for the most vulnerable women (including those currently excluded from Edel House)
  - A dedicated residential facility for young women 18 years and over
  - More transitional and long-term housing options for vulnerable women, children and families.
2. **Be providing a greater level and range of supports directly to children in our services.**
3. **Be providing a greater level and range of supports to all service users** (either directly or in collaboration with other agencies), particularly:
  - Education and personal development opportunities
  - Mental health supports
  - Addiction supports
  - Supports for women and children who have experienced domestic or sexual violence
  - Childcare arrangements to allow women to access the above supports.
4. **Be fully accessible and relevant to the needs of non-nationals and other minority groups.**
5. **Be widely regarded as a highly professional organisation** that:
  - Values, rewards and develops staff appropriately
  - Can demonstrate the positive impact we have in the lives of our service users
  - Has a strong brand and profile in Cork City and County, a large and active volunteer base and a successful fundraising operation
  - Maintains high standards of governance and accountability
  - Delivers high quality and innovative work.

All of the above are dependent on us being able to raise significant additional funding from Tusla, HSE and Department of Housing (via City Council), modest additional resources through CETB and to strengthen our fundraising with trusts and foundations, corporates and individuals.

### 6.1 Have widened the types of accommodation we offer

We know that the homelessness crisis in Ireland is getting worse, with almost 10,000 homeless in Ireland including over 3,700 children; that the majority of homeless people in Ireland are women and children and that the acute shortage of affordable accommodation is unlikely to be resolved over the plan period. We therefore plan to increase the extent and scope of accommodation services we can offer.

#### Edel House re-developed

We are working with Cork City Council to ensure adequate funding from the Department of Housing to re-develop Edel House in line with our plans and to start construction this year. The re-development of Edel House is a key priority within the Strategic Plan. In the meantime we will make necessary investments to improve the environment in Edel House.

#### Redclyffe (family hub) established

Our new family hub project, Redclyffe, opened in June, on a five-year lease, providing accommodation for up to 17 families. Set-up and core running costs are being met by the Department of Housing through the City Council. Tusla and HSE are providing support in the current

year on a once-off basis. We are working to secure these supports on an ongoing basis and are actively seeking additional resources for dedicated supports to children in the hub.

#### Accommodation for highly vulnerable women

We aim to establish a project to provide up to six emergency beds in a safe, secure setting for women whose lives are too chaotic to have them stay at Edel House; with a view to building trusting relationships and supporting women to have more stability in their lives.

We plan to approach other homeless agencies to assess whether the project could be done in collaboration. Such a service will require additional resourcing from Department of Housing, HSE or a philanthropic donor.

#### A dedicated residential facility for young women 18 years and over

We recognise the current constraints of accommodating under and over 18's together in Riverview with the same rules and requirements. We plan to develop an extension to the service currently provided at Riverview by developing a separate, dedicated facility for those 18 years and over. This will allow us to provide an age-appropriate environment to both 16 – 18 year olds (currently four beds in Riverview) and to older girls (currently two beds at Riverview) in separate locations.

Extending the Riverview service will require GSC to be able to identify a suitable building (on a no/low-cost basis) and financial support from Tusla/HSE to cover staffing and running costs.

#### More transitional and long-term housing options for vulnerable women, children and families

With the transfer of Baile An Aorie to Good Shepherd Cork, to be finalised in the coming months, we will take on responsibility for a long-term housing service for a community of vulnerable women, providing a safe, secure environment in which residents are able to develop their independent living skills and enjoy fulfilled lives.

Building on the success of the two apartments at High Street, we will seek to lease additional properties from City Council to make available for families experiencing homelessness.

We will be keen to open to explore other opportunities to develop affordable long-term housing in collaboration with like-minded agencies (such as the convent and site at Turner's Cross offered by the Presentation Sisters).

### **6.2 Be providing a greater level and range of supports directly to children in our services**

We know that periods of homelessness have profoundly negative long-term effects on children's well-being and development. We also know that the supports being provided to children in Edel House are important in letting them have fun and in building their resilience – and have already contributed to a considerable reduction in child protection referrals.

We plan to develop and extend existing supports to children in Edel House so that all children will have a Care Plan and Key Worker and chance to build a trusting relationship with a GSC staff member and benefit from Youth Club, activities and outings, summer camps, play facilities and therapeutic supports. We plan to provide similar supports to children in Redclyffe and those we are supporting in Bed & Breakfast accommodation.

We will continue to seek funding from Tusla to develop services specifically for children and young people and to fundraise with corporates, individuals etc.

### **6.3 Be providing a greater level and range of supports to all service users (either directly or in collaboration with other agencies)**

We plan to build the attendance of learners at Bruac and to support learners to access relevant supports through Bruac as well as upgrading facilities, including the new kitchen. We plan to find

funding to further develop the Making Home Making Change project and to explore opportunities to extend our education and personal development service to Redclyffe.

We will continue to extend the scope of WRAP across the service. We have increased the number of hours of one to one counselling available to women in Edel House and Support & Advocacy and are seeking resources to fund additional hours for other GSC services. We will look for opportunities to bring into our services other initiatives that we believe will strengthen the well-being of our service users (e.g. the 'Just for Mams' programme).

We are also keen to find resources to engage a mental health worker and an addiction worker within the service – or to be able to significantly increase these supports to our service users through collaboration with other agencies. We will explore both possibilities with potential funders and collaborators.

We plan to strengthen the practical and therapeutic supports we can offer to women and children in our services who have experienced domestic or sexual violence.

We recognise that many mothers in our services struggle to avail of opportunities because they cannot access affordable childcare. We will explore ways of offering high quality and affordable childcare to support women in our services and to provide their children with a safe and stimulating care environment.

#### **6.4 Be fully accessible, respectful and relevant to the needs of non-nationals and other minority groups**

We know that women from other cultures and from minority groups in Ireland very often find it more difficult to access social and other services than do other groups. And we know that African women in Ireland have a disproportionate number of children taken into care. We want to ensure that all GSC services offer equality of access for all women who want to use our services, regardless of race, religion, membership of the Traveller community or indeed any grounds that may give rise to discrimination, and that all service users feel fully respected and valued in GSC services.

We will seek resources to offer translation services and to provide information in other languages, where relevant. We will arrange for cultural awareness training for all staff to help us understand the cultural context of our service users particularly in regard to parenting and family life. We will invite service users who are non-nationals and from minority groups to help us to ensure that our services are fully accessible, respectful and relevant to their needs.

#### **6.5 Be widely regarded as a highly professional organisation**

##### Value, rewards and develops staff appropriately

We understand that the high standards we ask of our staff, often in challenging circumstances, requires high levels of motivation and commitment, which in turn means that our staff must feel valued and respected by the organisation. We also know that whilst money is rarely a motivator, it can be a de-motivator and that the physical environment and office facilities can have an impact on well-being.

We will continue to:

- follow-up with our statutory funders to have salary increments and other benefits re-introduced;
- seek funding for refurbishment work across GSC premises;
- offer one-to-one counselling to staff where needed and continue to run WRAP workshops for staff;
- upgrade IT and communication facilities and invest in improved communication within the organisation;

- invest in training and other professional development for staff;
- encourage, and resource, all teams to develop plans for strengthening team well-being;
- introduce a more systematic approach to professional development (with individual, team and service learning and development objectives);
- review terms and conditions to address anomalies and ensure competitiveness.

Can demonstrate the positive impact we have in the lives of our service users

We recognise the importance of ensuring that our activities and outputs deliver positive outcomes - change in the lives of our service users. This is necessary to inform our own service development and to be able to demonstrate the value of the work we do. We also recognise that overly complex systems for measuring change can overwhelm the very change they are designed to measure.

We will prioritise resources to design and implement realistic systems for monitoring and evaluating the outcomes and impacts of our work. Where relevant, we will communicate the positive results of our services and approaches and encourage others to replicate these;

Has a strong brand and profile across Cork, a large and active volunteer base and a successful fundraising operation

Our Strategic Plan can only be achieved by raising significant additional funds from all sources: statutory funders, corporates, trusts and foundations and individuals.

We will continue to invest in building relationships and inspiring confidence in our core funders – Tusla, HSE, Cork City Council and CETB. We recognise the importance of being able to deliver and demonstrate positive outcomes in this regard.

We will recruit a part-time Coordinator to build and maintain an active volunteer base for GSC, contributing to programme delivery and to fundraising activities.

Has high standards of governance and accountability

We are compliant with the Statement of Recommended Practice (SORP) and the ICTR Statement of Guiding Principles for Fundraising and are on the journey to compliance with the Governance Code. We plan to achieve full compliance with the Governance Code early in 2019, giving us the ‘triple lock’ for charities of transparent accounting, ethical fundraising principles and good governance. We will also ensure full compliance with the new General Data Protection Regulation.

Delivers high quality and innovative work

We deliver high quality work and have a number of innovative practices across our services. We enjoy a strong reputation with our statutory funders for the quality of the work we do. We benefit from a team of high quality, committed and long-serving staff. We will continue to invest in the quality of our work through recruiting and retaining quality staff, offering staff training and professional development opportunities, measuring the outcomes and impacts of our work, conducting quality research and publishing relevant findings, and in identifying and piloting innovations which can demonstrate positive change in people’s lives.

## 7. Resource requirements and plans to grow our income

Good Shepherd Cork is ambitious for the women, children and families we work with. If we want to bring about change on a considerable scale and deliver on the outcomes and activities set out in this plan we must grow significantly beyond our current size.

### 7.1 Scale of resources needed to deliver on objectives

We have estimated the increase in resources needed to deliver on these plans as follows:

#### Indicative budget 2017 – 2021

All figures in euros

	2017 (actual)	2018 (budget)	2019 est.	2020 est.	2021 est.
Statutory funders	2,094,645	2,116,713	3,100,000	3,400,000	3,900,000
Donations, small grants, other fundraising	138,993	151,000	180,000	200,000	220,000
Rent and other	72,741	72,286	120,000	125,000	130,000
<b>Total</b>	<b>€2,306,379</b>	<b>€2,339,999</b>	<b>€3,400,000</b>	<b>€3,725,000</b>	<b>€4,250,000</b>
Number of beds	60	130 (actual)	190	196	200

### 7.2 Restricted income

We will continue to invest in building relationships and inspiring confidence in our core funders – Tusla, HSE, Cork City Council and CETB.

We recognise the importance of being able to deliver and demonstrate positive outcomes in this regard and will invest in the design and implementation of realistic systems for monitoring and evaluating the outcomes and impacts of our work.

### 7.3 Unrestricted income

In 2017, fundraising and grant (non-statutory) income came from:

- Combined counties church gate collection
- Grants from trusts, foundations and philanthropic donors
- Corporate donations
- Standing orders and individual unsolicited donations
- Shopping centre collections

Going forward we intend to build fundraising income through:

- Careful nurturing of our existing supporters;
- Submission of quality applications to all relevant 'call for proposals' of donors underpinned by rigorous monitoring and evaluation;
- Building charity partnerships with corporates and other corporate outreach and promoting corporate mentoring opportunities;
- Developing a programme of volunteer-led fundraising events and collections;

We will recruit a Volunteer and Events Coordinator, on a part-time basis initially, to build and maintain an active volunteer base for GSC, contributing to programme delivery and to fundraising activities.

## **8. Risks and assumptions**

Good Shepherd Cork is committed to the protection and wellbeing of the women, children and families we support and of Good Shepherd staff and volunteers; as well as demonstrating openness and transparency in all matters relating to management and legislative compliance. To this end, Good Shepherd Cork is committed to promoting a culture of risk management based on best practice.

We have in place a risk management process with prioritised risks and risk management actions fully documented in the GSC Risk Register (available separately) and reviewed regularly.

### **Key assumptions:**

That the homelessness crisis will not resolved in the plan period.

That Tusla, HSE, Cork City Council and CETB continue to have resources available to develop and deliver services for highly vulnerable women, children and families and that they continue to recognise the value of doing so with the voluntary and community sector.