



ANNUAL REPORT 2020

CHAIRPERSON'S FOREWORD

Covid-19 made 2020 an exceptionally challenging year for Good Shepherd Cork. But all services remained open throughout the year.

For residents in our emergency accommodation, being locked down 'at home' with dozens of other people was exceptionally tough. As it was for families staying in B&Bs and other private emergency accommodation.

Many of the educational and therapeutic supports we provide had to be delivered on-line or over the phone for much of the year.

Service users and staff adapted quickly and conscientiously to this new context.

We came through 2020 with no cases of Covid-19 amongst residents in our services – the result of huge efforts by service users and staff to comply with the stringent infection control measures and other public health requirements.

We appreciated the support of HSE, Tusla, Cork City Council and CETB in responding to all of these challenges.

We are concerned about the lasting impacts of the Covid-19 pandemic on already vulnerable women and families, often exacerbating mental health and addiction challenges and early school leaving. These impacts are likely to put further demands on our services going forward.

We also recognise the considerable demands that the pandemic placed on our staff as they responded to the practical and emotional needs of service users and to the many challenges in their own lives. During the year we invested in a staff well-being survey and whilst over 80% of staff reported being satisfied or very satisfied with their job, management have developed an action plan for further investments in staff well-being.

We were very pleased to be able to make substantial progress on the Edel House re-development during 2020 (the very impressive new building opened in April 2021).

We also commissioned a detailed Feasibility Study for a social housing development in the city.

We have progressed other strategic plan objectives including our organisational development objectives. We recruited an experienced Finance and Business Support Manager during the year and designed and started implementation of a new electronic database system for managing service user information to strengthen our capacity to measure the outputs, outcomes and, ultimately, impact of our work.

We continue the process of renewing the Board, welcoming Tina Quinn and Prof Deirdre Madden as new members. Ann Marie O'Sullivan has left the Board having given a decade of outstanding service as a member and we thank her for her work.

It was a very uncertain year for us financially. We had to cancel fundraising activities including our annual church gate collection. But we were heartened by the generosity of the people of Cork with a significant increase in donations and gifts. We are also grateful to our philanthropic donors for a healthy increase in grants over the year.

Our services are heavily reliant on funding from TUSLA, HSE, Cork City Council and CETB. Whilst we are extremely grateful to these agencies for their on-going funding and support, we continue to be challenged in managing the demands of increased service delivery and compliance based on funding allocations that have remained static for several years now.



Brendan Lenihan

Chairperson

GOOD SHEPHERD CORK - MISSION, VISION, VALUES

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.



OUR 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.



OUR 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.

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.

OUR SERVICES

Edel House

Emergency shelter for women and children

Redclyffe

Family Hub

Riverview

Residential Centre for Teenage Girls

Baile an Aoire

Long-term supported housing

Bruac

Education and development service

Support & Advocacy

Service

B&B Outreach

Service

THE EXTERNAL CONTEXT IN 2020



The Covid-19 pandemic has inevitably had a huge impact on our services and on the well-being of our service users and staff, as well as on the provision of homeless services more widely.

Over the course of 2020, the number of people in homeless services in Ireland fell significantly. By the end of 2020, there were a total of 8,200 adults and children in these services, compared with 9,700 at the close of 2019. In Cork and Kerry, numbers reduced 25%, from 811 to 604, over this period.

The ban placed on evictions in early 2020, in response to the pandemic, had a positive impact in reducing the numbers of people becoming homeless.

However, the social distancing and other public health requirements meant that the numbers of beds in homeless services had to be reduced. This particularly affected our own services in Edel House emergency shelter and Redclyffe Family Hub.

It also meant that a higher proportion of people who were homeless had to stay in B&B and other private emergency accommodation. In Cork and Kerry, 67% of the adults who were homeless at the end of 2020 were in B&Bs and private emergency accommodation, compared with 57% at end of 2019.

IMPACT OF COVID-19 ON GOOD SHEPHERD CORK

We moved very quickly in early 2020 to develop a Covid-19 response plan and to put in place a wide range of hygiene and other measures to safeguard service users and staff. All services remained open throughout the year.

We appreciated the support of public health staff to review all our facilities and to agree protocols to ensure adequate social distancing and appropriate hygiene measures.

Our teams quickly embraced the necessary changes: adopting masks, social distancing, stringent hand and respiratory hygiene and cleaning measures, to ensure the safety of service users and colleagues. All worked tirelessly, in very difficult circumstances, to ensure that we could continue to provide emergency accommodation and outreach services to women, children and families.

Our residential services (Edel House, Redclyffe, Riverview and Baile an Aoire) stayed open throughout 2020, although we had to reduce numbers of residents in Edel House and Redclyffe, in response to public health guidance.

A total of 263 women and children stayed in Edel House and Redclyffe in 2020. This represented a drop of nearly 30% on 2019 numbers.

In Edel House, we had to stop the practice of having two or, sometimes, three single women sharing a 'single' room, reducing numbers of beds available for single women from 18 to seven. We were able to maintain ten family rooms during the year.

In Redclyffe, we had to take four of the 17 rooms out of use to reduce the numbers of people using the shared kitchen facilities and to keep one or two rooms available for families needing to self-isolate.

In Baile an Aoire, elderly residents were mostly able to cocoon, as each individual lives in self-contained accommodation, with our staff providing meals and care.

We continued to operate six rooms in Riverview, our residential centre for teenage girls.

We were pleased to come through 2020 with no cases of Covid-19 amongst residents in these services.

At Bruac, our education and development project, much of the teaching transferred on-line during periods of lockdown.

Our Support & Advocacy, B&B Outreach and therapeutic services were able to provide a majority of supports over the phone and on-line. Some face-to-face meetings continued, in line with social distancing and other public health guidance, when remote support wasn't feasible.

Throughout the year, we worked very closely with HSE, Tusla, CETB and Cork City Council to ensure that our response plans were fully collaborative and in line with all public health guidance.

However, in all of our services the isolation of lockdowns was very challenging for our service users.

Staff across Good Shepherd Cork became very creative at initiating socially distanced and remote ways to enhance mindfulness and well-being. We have had socially distanced arts groups, baking classes, gardening lessons, talent shows, football camps, softball, an outdoor gym and many other activities to help people connect and stay well.

We are concerned about the lasting impacts of the Covid-19 pandemic on already vulnerable women and families, often exacerbating mental health and addiction challenges and early school leaving. These impacts are likely to put further demands on our services going forward.

DELIVERING ON OUR STRATEGIC PLAN

Despite this exceptional context, we have continued to make progress against our Strategic Objectives, set out in our 2019 – 2021 Strategic Plan, Valuing Every Individual. Progress is considered below:

1

Have increased the types of accommodation we offer

Construction of a new extension for Edel House began in April 2019, as part of a major re-development of the service. Funding of over €7.5m was provided by the Department of Housing, through Cork City Council.

Construction continued over much of 2020 although had to pause during the initial period of lockdown - in line with public health requirements. This delayed the completion of Phase 1 of the extended and remodelled Edel House from December 2020 until April 2021.

When Phase 2 is completed, by end 2021, the fully re-developed Edel House will provide residents with a much more dignified environment, with en-suite single rooms and one and two-bedroom family units, indoor and outdoor play areas and space to avail of therapeutic, educational, and other supports.

2019 was the first full year of operation of Redclyffe - our family hub service which opened in mid-2018. At the start of 2020, Redclyffe was at full capacity but, as outlined earlier, we had to reduce the numbers accommodated for much of the year, to comply with public health requirements.

Our programme of renovations continued at Riverview, with most resident's bedrooms upgraded.

In 2020, we also commissioned a detailed Feasibility Study for a social housing development in the city.



DELIVERING ON OUR STRATEGIC PLAN

2 Be providing a greater level and range of supports directly to children in our services

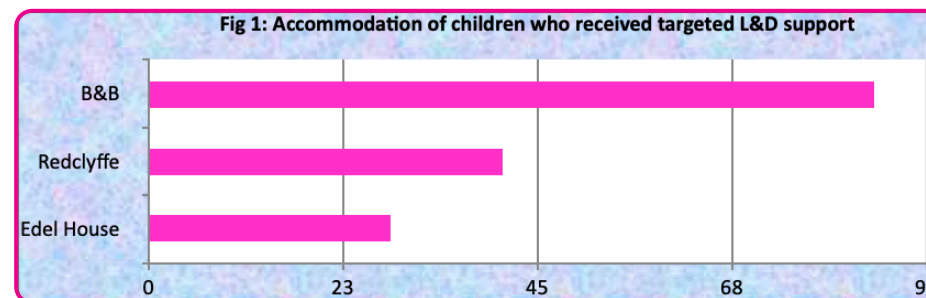
We continued to develop our supports for children during 2020. A total of 134 children stayed in Edel House and Redclyffe during the year and we supported many more children staying in B&Bs and other private emergency accommodation. We accommodated 12 teenage girls in Riverview.

Our interactions with children have traditionally included group activities, many of which were not possible under Covid-19 restrictions. The focus of work for much of 2020 was, therefore, on supporting children and families online and undertaking one-to-one work, where there was an urgent need.

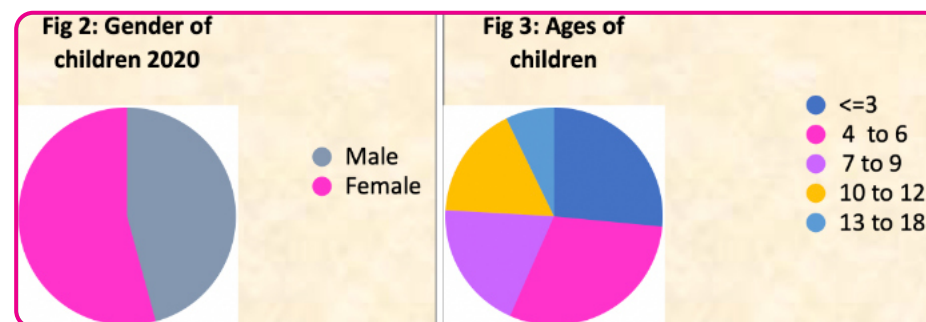
We were able to secure funding to provide a total of 70 tablets loaded with educational software to children and young people in our services. An interactive software tool, Padlet, was downloaded onto tablets so children could continue to engage with our Child and Youth team.

Access to tablets meant that older children could continue with their education and helped keep younger children entertained and engaged with developmental play. Keeping up educationally with their peers is especially important for children living in homeless accommodation, as many are already struggling to stay engaged with their schooling while homeless. We were also able to provide age and developmentally appropriate activity packs that were both educational and fun. Packs were provided to 80 children in families in our residential services and those we support in the community during lockdowns.

We were able to provide over 150 children with some form of learning and development supports.



A total of 94 children (figures 2 & 3) also engaged in group activities delivered by our Child and Youth team.



DELIVERING ON OUR STRATEGIC PLAN

3

Provide a greater level and range of supports to all service users

In 2020, and despite the Covid pandemic, we were able to continue to invest in a range of therapeutic, educational, and developmental supports for service users. Although many of the supports were delivered over the phone or online.

The need for this support, critical though it was prior to Covid-19, has been even more essential during the pandemic.

As our Dual Diagnosis (mental health and addiction) Worker observed: 'This pandemic has had an extremely devastating impact on the service users with whom I work.... I received calls every day from distraught individuals with conditions like schizophrenia and mood disorders. I supported them as they grappled with psychosis, mania, depression, bipolar, and personality disorders etc., when their symptoms prevent them from staying employed, maintaining relationships, and following treatment protocols. I was supporting a growing number of service users in distress due to the lack of mental health services operating because of [Covid-19] restrictions.

The COVID-19 pandemic also increased the need for supports for women and children in our services who have experienced domestic and sexual violence. Support was provided online, where feasible, and in person as needed. Our DV and SV Worker worked on a one-to-one basis with 41 service users across a wide range of ages and cultural backgrounds. A quarter of clients of our Support and Advocacy service, approximately 60 women, required assistance with issues of domestic or sexual violence.

We were able to provide emergency supports of food packages and vouchers to hundreds of families during the pandemic.

Our Support & Advocacy service continued to provide service users with a range of practical and emotional supports. The service supported an average of 137 people each month and a total of 214 adults, with over 270 children, during 2020.



DELIVERING ON OUR STRATEGIC PLAN

3

Provide a greater level and range of supports to all service users (cont.)

The B&B Outreach team supported women and families in B&Bs and other private emergency accommodation. They worked with over 140 women and families during the year.

The Support & Advocacy and B&B Outreach teams adapted quickly to changes in ways of working in response to Covid-19. This included staff working from home and adapting their working hours so they could offer more isolated service users regular telephone support, teaching many to use technology, such as Face Time or Zoom, so they could still connect visually. As anxieties and stresses escalated, staff saw a sharp rise in the numbers of people affected by mental health issues. The Support & Advocacy team delivered wellness packs and completed WRAP sessions with clients to help alleviate these strains.

As many of our service users are single parents, they were assisted with collecting Social Welfare payments and grocery shopping and families who were self-isolating were assisted with the delivery of meals. When restrictions allowed, staff met service users outdoors, in gardens or parks or for socially distanced walks.

Staff also delivered activity packs, art and crafts supplies and toys to keep children entertained during the long periods when schools were closed. All these measures provided a vital lifeline for isolated women and families.

Our education and development service, based at Bruac, supported more than forty young women learners to have a second chance at education and work towards a formal (QQI) qualification.

The team adapted quickly to the new context with all tutors completing courses on delivering lessons online and moving some classes online. The team also tried a variety of other approaches including:

- Delivering learning packs including hands on activities e.g., seeds and planting materials
- Posting wellness packs to learners
- Delivering emergency supplies and food hampers to families of learners
- Supporting learners with home schooling of children and younger siblings



DELIVERING ON OUR STRATEGIC PLAN

4

Be fully accessible and relevant to the needs of non-nationals and other minority groups

Approximately a third of our service users are from minority groups in Ireland, including the Travelling community, or are non-Irish nationals. We appreciate that people from minority groups and non-Irish nationals often experience additional barriers in accessing public services and we are committed to ensuring that Good Shepherd Cork's services are fully accessible and relevant to the needs of all service users, regardless of their backgrounds.

The constraints of Covid-19 meant that planned training in Traveller cultural awareness had to be postponed, although we have continued to build on training delivered in 2019 to all staff on strengthening intercultural understanding and the valuing of diversity.

We were very mindful of the importance of ensuring that service users who do not read or speak English fluently had access to clear information related to the Covid-19 pandemic.

We provided a range of Covid-related supports to Traveller families through the work of our Outreach Project Worker for Faranree and Knocknaheeny areas of Cork.



DELIVERING ON OUR STRATEGIC PLAN

5 Be widely regarded as a highly professional organisation

We have continued to invest in the development of our staff, with a particular emphasis on becoming a more trauma-sensitive service. This includes understanding how experiences of trauma impacts the well-being and responses of service users, as a first step on our journey to being a fully trauma informed organisation.

Other training and awareness raising activities conducted in 2020 included: Solution-Focused Brief Therapy training in supporting women and children who have experienced domestic or sexual violence, as well as upgrading practical skills such as first aid.

Mindful of the need to invest in well-being initiatives to help service users and staff cope with the mental and emotional demands of Covid-19, Good Shepherd Cork continued to offer Wellness Recovery Action Planning (WRAP) workshops for service users and staff.

We conducted a well-being survey amongst staff, for which we had a healthy response rate of 79%. Overall, 82% of respondents said they were satisfied, or very satisfied, with their job whilst 15% were neither satisfied nor dissatisfied. When rating Good Shepherd Cork in terms of looking after the well-being of staff, 63% of respondents rated Good Shepherd Cork as being good, or excellent, whilst 23% rated this as fair. Arising from the survey, we have agreed a set of recommendations for further investing in staff well-being.

As an organisation, we invested considerably during 2020 in the development of GSConnect - an electronic database system - to improve our ability to collect, manage and analyse data about our services. Once fully implemented, this will assist us in monitoring and measuring the outputs and outcomes of our work.

We recruited an experienced Finance and Business Support Manager during the year to help support our organisational development agenda and to ensure we can meet the increasing compliance requirements of our funders.



CHALLENGES IN DELIVERING ON OUR OBJECTIVES



As outlined earlier, we have inevitably faced considerable challenges during 2020 in responding to the Covid-19 pandemic.

Our staff had to adapt to the many public health requirements, including mask wearing, social distancing, stringent cleaning regimes and other hygiene measures.

Staff also had to adapt to many of their interactions and meetings with service users and colleagues moving online.

For a service in which building trusting relationships is a critical part of our mission, and the lynchpin of our quality services, this lack of face-to-face interaction was, perhaps, the biggest challenge of all. Maintaining well-being for service users and staff, therefore, became a very important focus during the year.

The pandemic also led to considerable financial uncertainty for Good Shepherd Cork, particularly for income from fundraising, with many of our fundraising activities having to be cancelled or postponed.

GOVERNANCE ARRANGEMENTS

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

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 BoardMatch 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 eight 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 2020 were:

Mr Brendan Lenihan (Chairperson), Mr Garvan Corkery, Ms Ann Marie O'Sullivan (retired March 2020), Sister Ethna McDermott, Mr Paddy Caffrey, Mr Jim Mulcahy, Ms Deirdre Carwood, Ms Sinead Corcoran (Secretary to the Board) and Ms Celine Fox (appointed May 2019). Tina Quinn and Deirdre Madden joined the Board in 2020, in January and March respectively.

The CEO is usually in attendance at Board meetings, 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 the Charities Governance Code.

Our annual accounts are audited by Moore 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 2019 was €4.07m with expenditure of €4.09m. The increase in income and expenditure over 2019 (once the exceptional item in 2019 is excluded) largely arose from an increase in funds from our statutory donors. This allowed us to deliver additional supports to service-users, including in response to the pandemic, and an increase in fundraising income including philanthropic grants.

Fundraising income rose considerably, with donations up by over 70%. Given the uncertainties created by COVID-19 in everyone's lives, the generosity of the people and businesses of Cork towards women, children and families supported by our services, was greatly appreciated. Grant income, from philanthropic donors, also increased by over 28%.

Income	Grants and contracts	Fundraising	Rent and other	Total 2020	Total 2019
Tusla	1,433,761			1,433,761	1,358,702
HSE	793,216			793,216	708,373
Cork City Council	844,810			844,810	781,747
CETB	162,535			162,535	160,362
YPSFS/UBU grant	48,986			48,986	55,204
Rent			190,341	190,341	141,392
Donations, gifts, other grants	194,758	276,159		470,917	311,913
Sundry income	37,924		91,077	129,001	103,010
Investments			291	291	334
Other income			0	0	0
Sub total				4,073,858	3,621,037
Exceptional Item (Baile an Aoire)					1,668,225
Total				4,073,858	5,289,262

Expenditure	2020	2019
Staff costs	3,198,242	2,808,061
Depreciation and impairment	137,503	112,435
Insurance	46,895	34,659
Light and heat	73,986	55,469
Repairs and maintenance	166,879	241,740
Office expenses	11,217	10,049
Crafts and recreation	24,859	33,702
Printing, post, stationery	22,446	24,177
Telephone	26,872	18,300
Motor and travel	34,076	30,115
Client care	105,404	52,503
Household expenses	87,701	38,021
Sundry expenses	22,808	21,637
Security	67,907	84,663
Audit fees	11,322	8,658
Other support costs (incl. training, accountancy, and professional fees)	51,288	79,039
Fundraising costs	5,326	3,075
Total	4,094,731	3,656,303

All figures in €s

Our full audited accounts for 2020 and for previous years are available on our website: www.goodshepherdcork.ie