



Annual Report 2021



# Chairperson's Foreword

2021 was another very challenging year for Good Shepherd Cork, in large part due to the Covid-19 pandemic which, again, put huge demands on all our services, our service users and our staff.

Nevertheless, all our services remained open, with only a handful of Covid cases amongst residents and no one becoming seriously ill. We worked closely with, and very much appreciated the support of, HSE Social Inclusion to ensure that our staff and service users could all avail promptly of the Covid vaccine.

Whilst services have largely returned to normal as the challenges of the pandemic have receded, we remain concerned about the lasting impacts of the Covid-19 pandemic on our service users and, indeed, on our staff, who have worked incredibly hard to keep services open and service users safe. These impacts are likely to put further demands and pressures on our services going forward.

We were delighted to move into the new Edel House building in April 2021 and work then started on refurbishing the old building. Fifty years after Sr. Colette Hickey first opened Edel House at 14, Dyke Parade, phase two of the redeveloped Edel House was completed in May 2022. The new facility provides a much more spacious and dignified environment for our residents. Central to this is our ability to provide self-contained apartments for our service users, rather than the shared rooms previously available in the old building.

Good Shepherd Cork has continued to invest in expanding the range of services we offer, launching the innovative 'School Connect' project in March, through which we aim to support families to keep children in school through a period of homelessness, and providing additional supports for children and families leaving violent homes. We have engaged actively with Cork City Council about our plans for a new housing/accommodation development in the city and have appreciated their support for this significant initiative.

We have continued to develop as an organisation, implementing GSConnect, a new electronic database for service user data - a key step in improving our capacity to assess the outcomes and impacts of our work; and reviewing and updating our financial management processes - to ensure we manage the resources so generously entrusted to us in the most responsible way possible.

We have made considerable progress against our strategic plan objectives (considered in detail in the following pages) and started work on a new strategic plan for the period 2022 - 2025.

We have continued the process of renewing our Board of Trustees, welcoming Sr. Noreen O'Shea as a new member in September, replacing Sr. Ethna McDermott as she stepped down at the end of her term in office. We also said goodbye to Garvan Corkery who resigned from the Board in May, at the end of his term. We are indebted to Sr. Ethna and Garvan for their years of invaluable service on behalf of Good Shepherd Cork.

It was another uncertain year for GSC financially. Due to the Covid-19 pandemic, we had to cancel fundraising activities, including our annual church gate collection. However, we were heartened by the generosity of the people of Cork which resulted in 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 very much appreciate the on-going funding and support from these agencies, we are increasingly challenged in managing the growing demands on our services, the increased compliance requirements of our funders, and the escalating costs of running our services, with annual funding allocations that have remained largely unchanged for several years.

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, children and families who are vulnerable to homelessness to live more empowered, fulfilled and self-sufficient lives.



## OUR VISION

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

# OUR VALUES

## Welcome

We welcome women, children and families of all backgrounds, ages and stages in life in a non-judgmental 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, children and families we serve: we aim for lasting, positive change.

## Leadership

We look to lead and to give example in shaping a better future.

## Social Justice

We believe in social justice and equality: we look to address the reasons for homelessness.

## Collaboration & Partnership

We are open and responsive to those 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

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### 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 2021



The Covid-19 pandemic continued to have a major 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. Whilst we came through the pandemic well, with very few cases of Covid in our residential services, we can clearly see the long-term impacts of the pandemic, including the isolation of lockdowns, on our service users in terms of mental health and addiction challenges and early school leaving. These impacts are likely to put further demands on our services going forward.

Staff across Good Shepherd Cork worked extremely hard to keep services open and service users safe. They were very creative at delivering services in line with stringent public health requirements, for example, running 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. However, we understand how exhausting the experience of the Covid-19 pandemic has been for our staff.

Over the course of 2021, the number of people in homeless services in Ireland again began to rise, after the eviction ban, brought in by the government at the start of the pandemic, was lifted during the year. The total number of families in emergency homeless accommodation in December 2021 was 1,077, an 11% increase from 970 in December 2020, whilst the number of children in these families rose 20% from 2,037 in December 2020 to 2,451 by the end of December 2021. These figures do not include children and families in domestic violence accommodation, or in direct provision centres or other specialist types of emergency accommodation. The rise in numbers of people coming into homeless services is inevitably putting a further strain on our services.

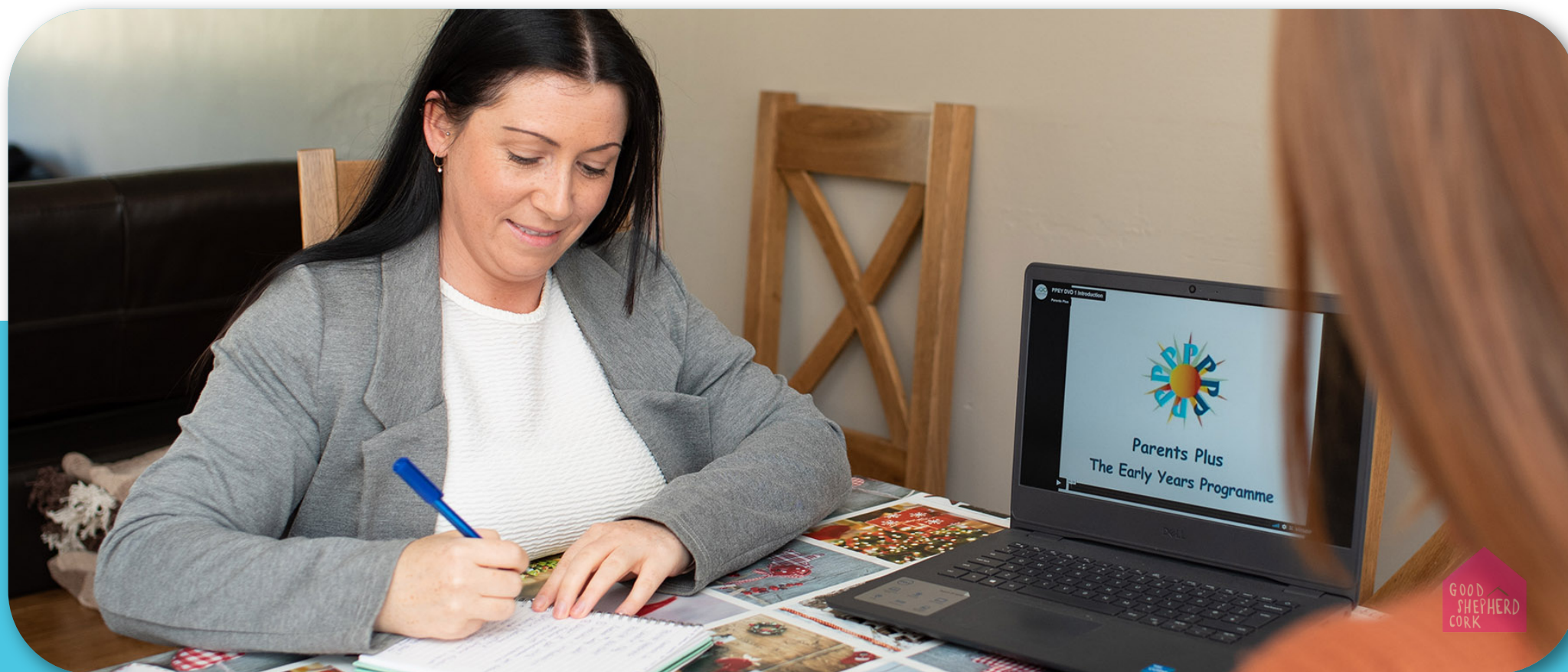
# SCOPE OF OUR SERVICES

In 2021, we worked with almost **900** people.

A total of **288** women and children stayed in Edel House and Redclyffe in 2021. We accommodated a further **40** women during the year in our long-term supported housing project, Baile an Aoire, and **12** girls and young women in Riverview.

Our Support & Advocacy service continued to provide service users with a range of practical and emotional supports. The service supported over **200** adults and children during 2021.

The B&B Outreach team supported women and families in B&Bs and other private emergency accommodation. They worked with **172** adults and children during the year. Over **40** women and girls engaged with formal, and informal, educational supports in our education and training centre, Bruac.





# DELIVERING ON OUR STRATEGIC PLAN

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

1

## We have increased the types of accommodation we offer

Construction of a new extension for Edel House was completed in April 2021. Funding of over €7.5m was provided by the Department of Housing, through Cork City Council.

Work on phase two, the complete refurbishment of the old building, progressed during 2021 and was completed in May 2022.

With the completion of phase two, the fully re-developed Edel House provides 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.

As part of our commitment to being a responsible environmental actor, we undertook insulation and other energy improvements in our Support & Advocacy office and our Baile an Aoire premises.

Redclyffe commissioned a study to assess how their premises could be redecorated, or re-organised, to be more calming for children with sensory challenges.

Our programme of renovations continued at Riverview, with resident's bedrooms upgraded, renovation of the staff kitchen and other safety works completed.

During 2021, we also progressed the Feasibility Study for a social housing development in the city.





# DELIVERING ON OUR STRATEGIC PLAN

2

## **Provide a greater level and range of supports directly to children in our services**

We continued to develop our supports for children during 2021. A total of 147 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 Child and Youth Team worked with 132 children and young people under 18 during 2021. We were pleased to receive funding during the year to recruit a part time Child and Youth Worker within the Support & Advocacy team, supporting children in the community as they move on from our residential services.

Much of the team's interaction with children involves gentle, therapeutic, one-to-one or very small group activities, in the playrooms (in residential services) and, weather permitting, outdoors. Activities are trauma-sensitive and designed to optimise sensory engagement and to enable the children to self-regulate so that they can play and learn in a calm, nurturing environment. This work can have the dual benefit of giving parents much-needed space, while allowing children to enjoy calm, focused attention and safely and healthily express their emotions as they engage in fun and stimulating activities.

Although most off-site activities were halted during the early months of the year, due to Covid-19 restrictions, we were able to re-start outdoor group activities for children over the summer. These included a programme of summer camps, a collaborative street art project with the Glucksman Gallery and award-winning illustrator, Fatti Burke, an outing to Fota Wildlife Park and visits to play centres. Children and parents in Redclyffe were very involved in setting up, tending, and eating the produce of, a very successful vegetable garden.

Many parents struggled to keep children learning and entertained during periods of lockdown. We were again able to help by providing tablets loaded with educational software as well as small toys, games and activities the parents could complete with their children.

Our innovative School Connect Programme started in early 2021 and made great strides over the year. The project aims to ensure that children who are homeless can continue to attend school, by tackling the barriers to school attendance that face many families in homeless services. Our School Connect worker worked closely with families, schools, TUSLA's Educational Support Services (TESS), school transport services, Cork City Council and special needs professionals.

We are seeing increasing numbers of children with additional support needs entering our services. In response to these needs we initiated research, with assistance from the Applied Psychology department in UCC, to assess the prevalence of additional needs and trauma presentations amongst children in our services and have conducted training with staff on supporting children with autism and additional needs.

Throughout the year, we found ways of engaging children in marking special days – birthdays, Halloween, Pancake Tuesday, Mother's Day, Father's Day, Easter and an event-filled Christmas. We were again very grateful to the people of Cork for the many donations that made it possible to ensure that all the children in our residential services, and those in the many families supported by our Support & Advocacy and B&B Outreach teams, experienced the excitement of opening carefully selected Christmas gifts.

# DELIVERING ON OUR STRATEGIC PLAN

3

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

In 2021, and despite the Covid-19 pandemic, we were able to continue to invest in a range of therapeutic, educational, and developmental supports for service users. Although during periods of lockdown many of the supports had to be delivered over the phone or online.

Through an arrangement with HSE Social Inclusion, we were able to provide general and mental health nursing support within Edel House, whilst our Dual Diagnosis Support Worker worked closely over the year with 36 service users with mental health and addiction challenges.

The COVID-19 pandemic has significantly increased the need for supports for women and children in our services who have experienced domestic and sexual violence. Domestic violence related supports were provided to over 130 women and children.

We held our 'My Say My Way' Participatory Budgeting project across Good Shepherd Cork through funding from the Irish Human Rights and Equality Commission, with the active engagement of groups from across our services.

Our Making Change programme, offering informal educational and personal development supports to our services users, had a very positive collaboration with the Glucksman Gallery, running very popular, and creative, arts classes throughout the year. We were delighted to see the work of our service users on public display in exhibitions in the Glucksman and in City Library. Service users also took part in a series of theatre workshops with the Everyman Theatre.

Our Support & Advocacy and B&B Outreach teams continued to provide supports throughout the year, showing great flexibility in moving between face to face, outdoor and remote supports as allowed by public health guidance. Many of our service users in the community struggle with social isolation, therefore the group activities and outings organised by the Support & Advocacy team are very important in helping service users build connections and promote wellbeing. The team were pleased to be able to re-start social activities, such as a regular DVD and dinner evenings, as Covid-19 restrictions were lifted.

Residents in Baile an Aoire, our long-term supported housing project, engaged enthusiastically in a gardening project and an art therapy initiative and enjoyed a busy programme of summer outings and activities, as public health restrictions allowed.

Our education and development service, based in Bruac, supported more than forty young women learners to have a second chance at education and work towards a formal (QQI) qualification. This was achieved through a mix of remote and in-person training, delivering a QQI Level 3 Employability Skills award and a new QQI Culinary Skills Special Purpose Award.

Issue	User Assisted
Housing	464
Family & Parenting	379
Physical Health	311
Mental Health	274
Education & Training	256
Money Management & Social Welfare	264
Basic Living Skills	225
Social Isolation	183
Legal	140
Domestic Violence	131
Child Wellbeing Concern	117
Employment	118
Addiction	97
Prepare for Transistion Out of Service	104
Other Violence	54
Sexual Health & Identity	34
Disability	48
Sexual Violence	30

*Note: Some service users will be supported with multiple issues*

# DELIVERING ON OUR STRATEGIC PLAN

4

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

Approximately 40% of our service users are from minority groups in Ireland, including the travelling community, or 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.

The constraints of the Covid-19 pandemic meant that planned training in traveller cultural awareness had again to be postponed into the New Year, as did many activities in our 'Keeping Young Travellers Well' programme, delivered in conjunction with Tusla's Children and Young People's Services committee.

Our education and training centre, Bruac, started to offer English as a second language classes for our learners and our 'Making Change' Coordinator in Redclyffe provided ESL support to residents.

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 continued to provide a range of Covid-related supports to traveller families through the work of our Outreach Project Worker for the Farranree 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 impact the well-being and responses of service users, as a first step on our journey to being a fully trauma informed organisation.

As part of our on-going supports to staff, we have invested in additional individual and group supervision with external therapists and delivered online WRAP course for staff in conjunction with the Copeland Centre. The Wellbeing Steering Group, bringing together staff from across our services to assess and identify ways to strengthen staff wellbeing, was again very active during the year.

As an organisation, we invested considerably during 2021 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.

Mindful of the increased demands on our services, we commissioned reviews of our Baile an Aoire and Support & Advocacy service during the year to help inform decisions around staffing and service priorities.

Going well above the call of duty, a group of 12 current and former staff members of Redclyffe, our family hub service, undertook a skydive during the year to raise money for our services, raising over €20,000 as a result.





# CHALLENGES IN DELIVERING ON OUR OBJECTIVES



The Covid-19 pandemic continued to be a considerable challenge during the year. In addition to implementing the stringent public health requirements needed to keep services free of Covid, we also saw increases in the vulnerability of our service users, with increases in domestic violence, mental health and addiction issues. Our staff had to support service users through these difficulties, whilst staff themselves were coping with the stresses and challenges of Covid-19 in their own lives. Restrictions also meant that, for parts of the year, many of our supports had again to be delivered over the phone or online. Maintaining well-being for service users and staff, in this more isolated context, thus became an important focus during the year.

The pandemic also created further financial uncertainty for Good Shepherd Cork, 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 during 2021 were:

Mr Brendan Lenihan (Chairperson), Mr Garvan Corkery (resigned May 2021), Sister Ethna McDermott (resigned July 2021), Mr Paddy Caffrey, Mr Jim Mulcahy, Ms Deirdre Carwood, Ms Sinead Corcoran (Secretary to the Board), Ms Celine Fox, Ms Tina Quinn and Prof. Deirdre Madden. Sister Noreen O'Shea joined the Board in September 2021.

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.

## GOOD SHEPHERD CORK COMPANY DETAILS

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](mailto:info@goodshepherdcork.ie)

Web: [www.goodshepherdcork.ie](http://www.goodshepherdcork.ie)



# INCOME AND EXPENDITURE

Income in 2021 was €4.32m (against €4.07m in 2020) with expenditure of €4.39m (€4.09m in 2020). The deficit, of €72,000, was largely driven by a depreciation charge of over €300,000. The increase in income in 2021 arose largely from an increase in funding from Tusla and in grant income from philanthropic donors, up 61% on 2020. Overall, fundraising income rose markedly, up over 23% on the previous year. Donations, of €266,133, were at a similar, generous, level to those in 2020.

Income	Grants and contracts	Fundraising	Rent and other	Total 2021	Total 2020	Total 2019
Tusla	1,571,768			1,571,768	1,433,761	1,358,702
HSE	758,010			758,010	793,216	708,373
Cork City Council	843,886			843,886	844,810	781,747
CETB	140,211			140,211	162,535	160,362
YPSFS/UBU grant	50,211			50,211	48,986	55,204
Rent			185,415	185,415	190,341	141,392
Donations, gifts, other grants	314,480	266,133		580,613	470,917	311,913
Sundry income	97,810		94,013	191,823	129,001	103,010
Investments			73	73	291	334
Sub total				4,322,010	4,073,858	3,621,037
Exceptional Item (Baile an Aoire)						1,668,225
Total				4,322,010	4,073,858	5,289,262

Expenditure	2021	2020	2019
Staff costs	3,265,618	3,198,242	2,808,061
Depreciation and impairment	313,635	137,503	112,435
Insurance	55,683	46,895	34,659
Light and heat	79,459	73,986	55,469
Repairs and maintenance	155,354	166,879	241,740
Office expenses	4,686	11,217	10,049
Crafts and recreation	23,771	24,859	33,702
Printing, post, stationery	19,216	22,446	24,177
Telephone	29,781	26,872	18,300
Motor and travel	31,441	34,076	30,115
Client care	151,616	105,404	52,503
Household expenses	90,964	87,701	38,021
Sundry expenses	24,058	22,808	21,637
Security	62,633	67,907	84,663
Audit fees	8,610	11,322	8,658
Other support costs (incl. training, accountancy, and professional fees)	78,467	51,288	79,039
Fundraising costs	-	5,326	3,075
<b>Total</b>	<b>4,394,992</b>	<b>4,094,731</b>	<b>3,656,303</b>

All figures in €s

Our full audited accounts for 2021 and for previous years are available on our website: [www.goodshepherdcork.ie](http://www.goodshepherdcork.ie)

# UNDERSTANDING TRAUMA-INFORMED CARE\*

Traumatic life experiences can have a significant impact on people's lives, increasing the risk of poorer physical and mental health and poorer social, educational and criminal justice outcomes.

Trauma can affect people at any stage in their lives and particular sections of the population (e.g. children) are more vulnerable to traumatic experiences.

In Ireland, we know there are traumatised populations, not only in the mental health and substance abuse services, but also in homeless services, the criminal justice system, and those who frequent the care and family courts systems.

Addressing trauma requires a multi-pronged, multi-agency public health approach, including public education and awareness, prevention and early identification, and effective trauma-specific assessment and treatment. One of the world's leading expert bodies on trauma, the Substance Abuse and Mental Health Services Administration (SAMHSA) in the U.S., has identified three key elements of a trauma-informed approach as:

- Realising the prevalence of trauma;
- Recognising how trauma affects all individuals;
- Responding by putting this knowledge into practice.

A trauma-informed approach to the delivery of health and social care services means that people who work in those services have an understanding of trauma and an awareness of the impact it can have across settings, services, and populations.

A trauma-informed service understands that people's behaviours are occurring for a reason and, for example, someone with challenging behaviour should, rather than being labelled violent, be seen as frightened or traumatised, and treated as such. Services need to ask 'what happened to you', instead of focusing on problematic behaviours and asking 'what is wrong with you?'

Trauma-informed practice practically means

- Integrating understanding of past and current experiences of trauma into all aspects of service delivery.
- Promoting resilience and eliminating stigmatising language.
- Providing professionals with training in trauma to support recovery in families and communities.
- Making people feel safe and in control in environments that do not retraumatise.

*\* condensed from Trauma Informed Care position paper - Mental Health Ireland and Alcohol Action Ireland*

