

# Annual Report

April - December 2021



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# Reference and Administrative Information

## Charity Registration 1165909

### Principal Address

65 Waterloo Road  
Wolverhampton  
WV1 4QU

### Trustees Who Held Office During The Year

Brother Charles Searson  
Brother Malachy Brannigan  
Brother Robert Moore  
Hetty Dodd  
Lynne Moran  
Nigel Tinsley (Chair)  
Patricia Kemp - Resigned October 2021  
Vivienne Brown

## Chief Executive

Tom Hayden

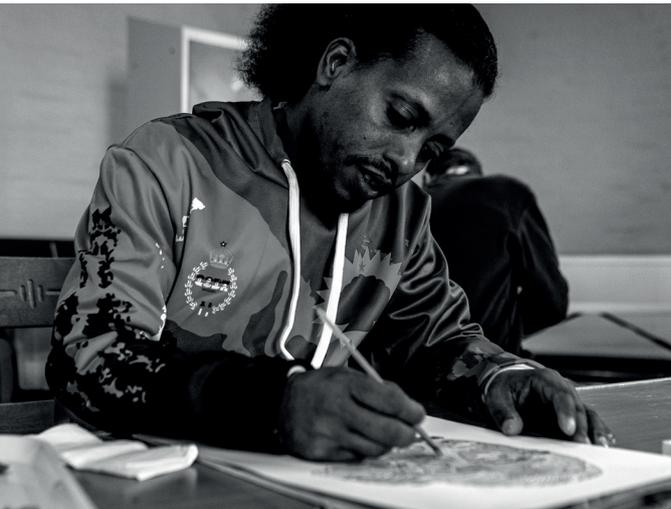
## Independent Examiner

Cotterell & Co Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton

## Bankers

Lloyds Bank  
Queens Square  
Wolverhampton

Barclays Bank  
Lichfield Street  
Wolverhampton



# Trustees' Report

## Structure Governance and Management

The charity is registered as a Charitable Incorporated Organisation (CIO) and is governed by the Constitution registered with the Charity Commission in October 2021.

The organisation is governed by eight trustees with the management of the charity delegated to a Chief Executive. Our Chief Executive is a Chartered Manager with over 13 years' experience working in the third sector and is supported by a Business and Finance Manager, a Project Manager, and three Team Leaders that manage the day-to-day services. Our management team is made up of a 50% ratio of males and females.

There is a standing agenda item at board meetings for service user feedback, we have an engaged and proactive service user forum, and we are developing an Expert Advisory Group (EAG) to support the strategic direction, management, and development of the service.

## Our Purposes and Activities

The Good Shepherd was established by the Brothers of St John of God, a religious order who have supported the local community for 50 years. Two of our core values are hospitality and compassion for the most disadvantaged. Our aim is to end homelessness in Wolverhampton and support people out of poverty. We work with the most disadvantaged people in our community including people with multiple and complex needs, asylum seekers, and people experiencing homelessness.

Over the last two years the Good Shepherd has expanded the support we offer to include our food services, a day centre, meaningful activity programme, Housing First service, and a multi-agency hub bringing together a wide range of agencies. Our team works with landlords and lettings agents to source quality affordable accommodation in the private rented sector, provide support for tenants to sustain their tenancy, and a mediation service for landlords to prevent evictions and homelessness.

We use the Recovery Model to formulate our approach to working with people, focusing on identifying strengths, values, and interests, and using that as the basis for change. We work with people to find a purpose and offer volunteer and involvement opportunities at the service and within the wider community. Our support team have all been trained in Psychologically Informed Environments and we design and deliver our services in a trauma informed way.

Historically our work has been crisis intervention providing food, practical support, and interventions to relieve homelessness, but we are starting to shift our work towards preventing people from becoming homeless and supporting them to develop their skills and abilities alongside services that support recovery from homelessness, mental health, and addiction.



Some of the people accessing us have slept rough for decades and have multiple and complex needs. Our recovery work helps them to adapt to living in accommodation and reintegrate with society whilst also providing opportunities for them to learn skills at sessions like our cooking/budgeting class and develop a positive social network at our peer support groups, active groups, or creative sessions.

We provide a hot meal through a dining service twice a week for up to 130 people, takeout meals once a week, and food parcels

for individuals and families. In 2021 we adapted our family service into a community pantry model where people can attend our "shop", choose the items they want from the selection available, and access support from our team and the agencies onsite. We made this change to meet the growing demand from local families and so that our services are delivered in a more dignified way.

Our food, showers, and laundry services have often been the first point of contact with people who are homeless, but this is just the starting point of the support we offer. Alongside our team we have partner agencies delivering services onsite including Changing Lives (support for people involved in sex work), Recovery Near You (RNY) drug and alcohol treatment team, Wolverhampton Homes homelessness team, and health services including the specialist dental team, TB, and Hepatitis C Nurses.

The Good Shepherd has also played host to visits from a liver nurse specialist from the Royal Wolverhampton NHS Trust who, with thanks to University Hospitals Birmingham NHS Foundation Trust, brought a mobile testing bus to the site to test service users. The team of NHS staff conducted liver scans, known as Fibroscans, and finger prick tests to look for any signs of liver damage and the Hepatitis C virus.



We believe that people aren't "hard to engage" or "hard to reach" in our experience systemic blockages and service barriers are the issue and not the person. The multi-agency space, clinic, and training rooms in our new building allow us to remove some of these barriers and bring services to people in a place they feel comfortable.

Our recovery focused services create a space for people to improve emotional and mental wellbeing, learn new skills, showcase their talents and abilities, and reduce social isolation and build positive peer networks. Sometimes work around

meaningful activities and community projects can be seen as low importance, but in our experience these activities have some of the biggest impact on people's wellbeing and long-term outcomes. With the forced isolation and disconnection that Covid has caused, these services are even more crucial for people in our community.

We are passionate about making sure people's voices are heard and that everyone has the opportunity to be involved in their community. We do this internally by involving people that use our services in the design and delivery of our work, and externally by supporting people to engage with local commissioners, councillors, and MPs to influence local services, and by supporting them to engage with organisations that influence national policy like Revolving Doors agency.

### Our Team

Our team of staff and volunteers are a huge asset to us and it's important they feel valued, supported, and have access to training and development opportunities. More than half of our staff team at all levels of the organisation have lived experience of homelessness, addiction, mental health, or offending.

In September we held a team building day in which staff worked in teams to beat the clock in escape room challenges before turning their hands to an individual task of pizza making. It was an excellent day in which we all buddied up with staff from different parts of the charity, enjoying the chance to get to know people better away from a working environment.



In 2021 we reviewed and updated our Wellbeing and Mental Health policy, introduced monthly staff lunches, a cycle to work scheme, and invested in our training budget to offer a wider range of training opportunities.

We reopened our volunteer application process in 2021 and welcomed some new volunteers to the team alongside the return of some of our longstanding volunteers. We continue to offer structured volunteering placements for people that access our services to help them develop their skills and move towards employment. People can access the programme once they have attained a level of stability and we provide training, support, and opportunities for people to progress.

### New Start Project

The New Start project launched in May 2021, aimed at supporting ex-offenders with a wraparound programme of support tailored to each individual's circumstances and ambitions. Where people come out of prison without any support or anything to look forward to they can find themselves locked in a cycle of re-offending with petty crimes and frequent prison sentences from which it can be difficult to escape.

Thanks to a grant from Porticus, the Good Shepherd launched 'New Start' and employed a Key Worker to provide intensive one to one support and group work. It also includes offering volunteering opportunities, engaging people with local and national forums, and providing meaningful activities.



### Housing First

The Housing First pilot was commissioned by the Department of Levelling Up, Housing and Communities (DLUHC - formerly the Ministry for Housing, Communities and Local Government) in three combined authorities to test the model's effectiveness in the UK. The areas chosen were the West Midlands, Liverpool, and Greater Manchester. Housing First is an internationally recognised intervention for people who have experienced homelessness, have multiple and complex disadvantages, and have been excluded and failed by existing pathways and services.

Several of our clients were happy to be interviewed about their experiences on Housing First to help highlight the value of the pilot, including not just via Good Shepherd videos but also to external media. One Housing First client among the many who have made substantial progress is Matt W who was still drug dependent at the start of the pandemic before joining the programme when coming out of the Redwings Hotel.

"I was a long-term heroin and crack cocaine user for over 20 years and on the streets for long periods of that time," says Matt. I had been in prison and came out clean but then a relationship broke down and I went back to the drugs. It was a horror show, and when Covid came I was in the town centre begging for money because of my habit.



I was in a really bad place with my mental health, using all kinds of stuff, but then someone told me there were people helping the homeless at the Redwings Hotel. I went down there to have a look and staff told me 'yes, we can help you, we can give you a room and help you with all your support needs and connect you with the people you need to be connected with'.

I went onto the Housing First programme, and my worker Ram and the team gave me the support which makes such a difference. The support workers give you their all and there are no strings - they are always there for you and will work at your speed. I couldn't have turned things around any better really, and it feels like now I have got something to live for, every single day."

### Meaningful Activity Programme

During Recovery Month, September 2021, the Good Shepherd hosted two hugely successful art and photography exhibitions where work from service users attending the weekly classes was displayed alongside that of established artists including alumni from the University of Wolverhampton. The exhibition, following

a similar event which took place in September 2019, opened to great acclaim at the Light House Media Centre with a well-attended launch event hosted by Good Shepherd ambassador and BBC broadcaster Natalie Graham.



Challenging addiction-related stigmas and highlighting the positive stories of people in recovery, art groups facilitated by the Good Shepherd, SUIT (Service User Involvement Team) and Recovery Near You featured in the exhibition, which then moved on to spend a week at the Mander Centre in Wolverhampton City Centre.

### The Rachael Heyhoe Flint Award

In August 2021, the Good Shepherd's Business & Finance Manager Helen Holloway was honoured with the Rachael Heyhoe Flint award, presented by Wolves FC and Wolves Foundation. The award, in memory of the former Wolves Vice-President and cricket pioneer Baroness Heyhoe-Flint, is awarded annually to highlight outstanding service to the local community. Helen who first started volunteering with the Good Shepherd in 2011 played a vital role in helping preserve the charity's future in 2015 before becoming a full-time member of staff a year later.

### Ambassadors

Our ambassadors continue to support our work in Wolverhampton. We have former Wolves and Nigeria footballer Carl Ikeme, Team GB boxer Niall Farrell, soul music legend Jaki Graham, BBC broadcaster Natalie Graham, and local comedian Jack Kirwan. During this period our ambassadors made regular visits to our premises to meet staff and service users, attended the launch of our art exhibition, and continued to help us raise awareness across their social media channels.

### Media Coverage

During this period, we were fortunate to again enjoy positive coverage in the media. Our Chief Executive Tom Hayden and Business & Finance Manager Helen Holloway are often approached for quotes for issues relating to homelessness, food poverty, and the cost of living. There were articles in the Express & Star newspaper relating to fundraising activities including a summer of raising awareness ahead of our 50th anniversary, and the art exhibition at the Light House and Mander Centre.

We regularly featured on BBC WM and Wolverhampton Community Radio and also hosted BBC's Ten O'clock news for a visit on the day of the government's Autumn budget/spending review announcement in October 2021. Tom also contributed to an article in the Financial Times relating to the Good Shepherd's experiences during the pandemic.

### Our Achievements and Performance

Between the 1st of April and the end of December 2021, 922 individuals accessed the Good Shepherd for food, advice, guidance, or support. We registered 283 new people to access the service and received referrals from advice agencies, local charities, GP's, the Jobcentre, adult social services, and the police. The main support needs for new registrations were low income/food poverty, and homelessness.

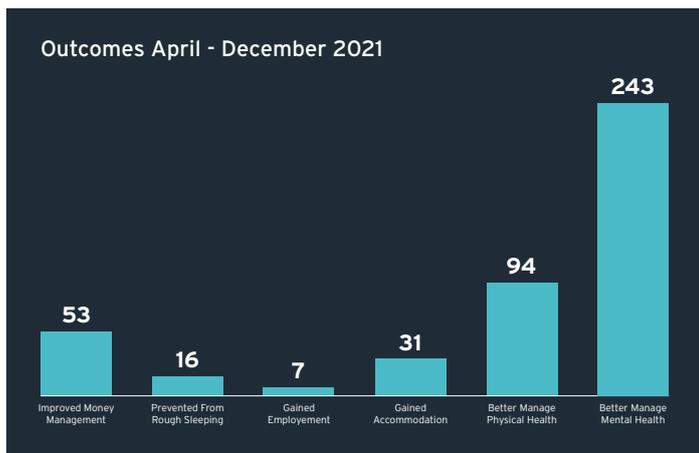
During this period 286 people accessed 5502 support sessions. The graphs below show some of the key areas we supported people in.

### Food Service

The food service provided 10,842 food parcels, 1,747 "shopping trips" at our food pantry for families, and 13,735 hot meals. Most of the food we distributed came from our supporters who regularly donate into one of our in-store supermarket boxes, during our harvest, or our Christmas campaigns. Tinned, packet, and other items which are regularly donated throughout the year ensure we have a variety of items which we can pass on to those struggling and would otherwise not be available to them. Working with supermarkets and other food providers we received over 31 tonnes of food donations which otherwise would have gone to landfill.

Plans to continue to fundraise and develop our food service during 2022 include focusing more on the concept of 'It Starts With A Meal', showing that supporting people with food can so often be the catalyst for helping them making positive changes in other areas of their lives.

## Support



Between April and December 2021 our Housing First team supported 38 people with a history of street homelessness and multiple disadvantages, providing 3,356 hours of support, 3048 casework sessions, and 894 interventions.

During this financial period, we delivered 163 sessions of meaningful activity, engaging 62 people, with a total of 652 attendances.

## Financial Review

The highlight of the period under review was the purchase of the freehold of our premises at 63/65 Waterloo Road. This was made possible by a generous grant from Eveson Charitable Trust of £275,000, and an interest free loan of £200,000 from The Hospitaller Order of St John of God. We also invested £125,000 from our own reserves.

Our operating surplus from charitable activities during the period was £47,001 which was a considerable achievement in a period that was still being adversely affected by the Coronavirus pandemic. Our policy is to retain Net Current Assets to cover six months running costs and at present we have just over 5 months.

## Fundraising

2022 marks the 50th year since the Little Brothers of the Good Shepherd began supporting people in Wolverhampton so in this period we started fundraising under the banner of "50 years of Good". Our team and supporters completed a wide range of activities including a charity car wash, a triathlon, 50-mile bike rides, a 50-hole golfing challenge amongst others!



November saw the return of the Molineux Sleepout with 180 people sleeping overnight at the Wolverhampton Wanderers FC football stadium to raise money for the Wolves Foundation and the Good Shepherd. The event was a huge success and raised over £50,000 for the two charities. Matt Waterhouse who was housed during the pandemic gave an inspiring talk about his experiences of sleeping on the streets and overcoming addiction, and we had support from current and former Wolves players.

We comply with the fundraising regulators code of fundraising practice standards and follow best practice in our fundraising activities. All our fundraising activity is undertaken by Good Shepherd staff members, and we have not used professional fundraisers during this financial period.

## Podcasts

In May 2021, the Good Shepherd launched its new series of podcasts thanks to funding from the Heart of England Community Foundation. In a new digital age the podcast is a modern means of communication which can be used to raise awareness across new audiences, as well as highlighting the work of the Good Shepherd and positive stories around staff and service users.

Service users are heavily involved in the podcast both with telling their own stories but also having the opportunity to ask questions to influential figures. Between April and December 2021 we published 11 podcasts featuring local MPs Stuart Anderson and Pat McFadden, Police Superintendent Simon Inglis, and representatives from partner organisations. The podcast will form a continuing part of our communications strategy.

## Future Activities

There is the potential for continuing development and improvement to the Good Shepherd's operations over the coming years, particularly with having now purchased the building. We will improve disabled access as well as renting out space within the building to organisations with similar aims and values.

We are also keen to further develop our recovery programmes and projects including expanding our range of groupwork, meaningful activity, and creative programmes, and developing specialist services. In 2022 we will be launching the Lived Experience into Action Project (LEAP) a new five-year project to prevent homelessness and activate lived experience by providing rapid access to housing interventions, developing a peer mentor project, and creating an expert panel and forum for people who've experienced homelessness and multiple disadvantages.

In 2022 we will build on our work to provide services that are trauma informed and develop our work around Psychologically Informed Environments (PIE). We will be reviewing our psychological framework and developing a new PIE plan for the charity.

Being our anniversary year, 2022 also offers an opportunity to continue to raise awareness of the work of the Good Shepherd, its history within the city and also to make use of potential fundraising opportunities linked with the Golden Anniversary.

## Reserves Policy

The Trustees have examined the Charity's requirements for reserves in light of the main risks to the organisation. They are committed to generating sufficient reserves to support current organisational activities in the event of any unexpected withdrawal or downturn in funding. They have therefore established a reserves policy to ensure that there are sufficient reserves to provide ongoing services to service users until alternative provision can be provided by other organisations. The Trustees consider that there should therefore be sufficient readily available funds to meet six months running costs, as represented by Net Current Assets.

## Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 and given their careful consideration to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives for the year. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set.

## Related Parties

Good Shepherd Services is a CIO and registered charity formed out of the work of the Little Brothers of the Good Shepherd in Wolverhampton. In 2021 St John of God Hospitaller Services (SJOG) a UK charity (1108428) became the sole member of the Good Shepherd Services, making us a wholly owned subsidiary but with an independent board of trustees, our own accounts, and the autonomy to set our own strategic direction and make our own operational decisions.

SJOG provide support when needed to help us achieve our charitable objectives and we joined with them because of the shared history and similar charitable objectives. We can draw on their considerable expertise and experience and where applicable we align our policies and objectives with theirs.

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection or contractual relation between a trustee or senior manager of the charity and a related party must be disclosed to the full board of trustees. In the current year no such related party connections were reported.

Signed on behalf of the trustees

Nigel Tinsley  
Chair

# Independent Examiner's Report to the Trustees of Good Shepherd Services

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31st December 2021 which are set out on pages 11 - 19.

## Responsibilities and Basis of Report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

## Independent Examiner's Statement

I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed \_\_\_\_\_

Date \_\_\_\_\_

ARW Storey  
F.C.A.

Cotterell & Co  
Chartered Accountants  
The Curve  
83 Tempest Street  
Wolverhampton  
WV2 1AA

## Statement of Financial Activities for the nine months ending 31st December 2021

	Note	Unrestricted funds	Restricted funds	Restricted capital funds	TOTAL	Year to 31.3.21
<b>INCOME</b>						
<b>Donations</b>						
General donations	2	120997	1939		122936	254957
<b>Charitable Activities</b>						
Grants and contracts	3	349495	69134	275000	693629	531287
Miscellaneous income		17576			17576	24480
		<b>488068</b>	<b>71073</b>	<b>275000</b>	<b>834141</b>	<b>810724</b>
<b>EXPENDITURE</b>						
<b>Charitable Activities</b>						
Food and client support	4	404005	108135		512140	572300
Property depreciation				5000	5000	0
		<b>404005</b>	<b>108135</b>	<b>5000</b>	<b>517140</b>	<b>572300</b>
<b>NET INCOME</b>						
Transfers between funds		84063	-37062	270000	317001	238424
		9266	-9266			
Other recognised gains/losses		93329	-46328	270000	317001	238424
<b>Net Movement in Funds</b>		93329	-46328	270000	317001	238424
Funds brought forward		315140	64451	0	379591	141167
<b>TOTAL FUNDS</b>	<b>12</b>	<b>408469</b>	<b>18123</b>	<b>270000</b>	<b>696592</b>	<b>379591</b>

All income and expenditure is from continuing operations

## Balance Sheet as at 31st December 2021

	Note			Year to 31.3.21
<b>Fixed Assets</b>				
Tangible Fixed Assets	9		604109	5060
<b>Current Assets</b>				
Debtors	10	74706		50056
Cash at bank		255829		392837
		<b>330535</b>		<b>442893</b>
<b>Creditors</b>				
Amounts falling due within one year	11	-38052		-68362
<b>Net Current Assets</b>			292483	374531
<b>Creditors</b>				
Amounts falling due in more than one year			-200000	
<b>Net Assets</b>			<b>696592</b>	<b>379591</b>
<b>Funds</b>				
Restricted funds			288123	64451
Designated funds				125000
Unrestricted funds			408469	190140
			<b>696592</b>	<b>379591</b>

Signed by Nigel Tinsley on behalf of the Trustees

Date \_\_\_\_\_

## Statement of Cash Flows for the nine months ending 31st December 2021

			<b>Year to 31.3.21</b>
<b>Cash Flows From Operating Activities</b>			
Net income		317001	238424
<b>Adjustments For</b>			
Purchase of fixed assets	-609272		-3554
Depreciation of tangible fixed assets	10224		6507
Increase/decrease in debtors	-24650		-2409
Increase/decrease in creditors	169690		50001
		-454008	50545
<b>Net Cash Provided by Operating Activities</b>		<b>-137007</b>	<b>288969</b>
<b>Cash Flows from Financial Activities</b>			
Repayments of borrowings		0	0
Net increase/decrease in cash		-137007	288969
Cash at beginning of year		392837	103868
<b>Cash at End of Year</b>		<b>255829</b>	<b>392837</b>

# Good Shepherd Services CIO

## Notes to the Financial Statements

### for the nine months ending 31st December 2021

#### 1. Accounting policies

- a. Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received. Gifts in kind are valued at their estimated value to the project and included under the appropriate headings.
- b. Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. Where it is not possible to value the goods or services, such as volunteer time or donated goods, the accounts do not include them. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them.
- c. Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are received to the extent to which the project has become entitled to them. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- d. Restricted funds are to be used for the specified purpose as laid down by the donor. Expenditure which meets these criteria is identified to the fund.
- e. Unrestricted funds are donations and other income received or generated for the objects of the project without further specified purpose and are available as general funds.
- f. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- g. Alterations to leasehold premises are written off in full in the year in which they are incurred.
- h. Fixed assets are for use by the charity in fulfilling its main charitable objectives and are capitalised and depreciated. Depreciation is provided on all fixed assets at rates calculated to write off the costs of each asset over its estimated useful life at the following rates:

Equipment	33% per annum	straight line basis
Freehold Property	2% per annum	straight line basis
Motor Vehicles	33% per annum	straight line basis
Computers	33% per annum	straight line basis

#### 2. Donations

	Unrestricted	Restricted	Restricted Capital	Year to 31.3.21
Churches and faith-based giving	12514	0		12100
Gift Aid recovered	24342			17525
Legacies	5400			2500
Individual giving	70338	550		123664
Companies and organisations	8403	1389		99168
	<b>120997</b>	<b>1939</b>	<b>0</b>	<b>254957</b>

### 3. Income from Charitable Activities

	Unrestricted	Restricted	Restricted Capital	Year to 31.3.21
<b>Contracts</b>				
City of Wolverhampton	243426			333976
<b>Grants</b>				
PAR Charitable Trust	10000			
Community Initiative Fund	3500			
Maximus Foundation	2500			
Grimmit Trust	2000			
Roger and Douglas Turner Trust	3000			
Arnold Clark	1000			
Garfield Weston	25000			
Mid Counties Co-op	2642			
Sainsburys - Neighbourly	1000			
Eveson Charitable Trust	10000		275000	16000
Edward and Dorothy Cadbury Trust	2000			
Wolverhampton University		1667		
Charles Burrrell 2016 Settlement	10000			
PM Dumbell				4000
Western Power Community Matters				2840
Adint Charitable Trust				10000
Albert Gubay Charitable Foundation				12354
WO Street Charitable Foundation				5000
Heart of England Community Foundation				5000
National Lottery Awards for All				7500
Steve Bull Foundation				2000
Porticus UK				37493
Sobell Foundation				10000
Tudor Trust		31518		52336
Edward and Dorothy Cadbury Trust				2000
Feeding Our City Crowd Funding Appeal				3245
29th May 1961 Charitable Trust	7500			7500
Co-op Local Community Fund				1936
Big Charity Trust				1250
Millies Watch				5000
Lucket Charitable Trust				2000
Wolves Foundation Virtual Sleepout	25000			7074
T and GWU		1846		
WRAP Resource Action Fund				9340
Heart of England Doing Things Differently				15000
Homeless Link Winter Fund				11000
Enterprise Trust				12000
Grants £1000 and under	927	600		7462
	106069	35631	275000	583306
less: deferred to future periods		-24879		-58382
add: deferred from previous periods		58382		6363
	<b>106069</b>	<b>69134</b>	<b>275000</b>	<b>531287</b>
<b>Total grants and contracts per SoFA</b>	<b>349495</b>	<b>69134</b>	<b>275000</b>	<b>865263</b>

#### 4. Food and Client Support

	Food	Client support	Total	Year to 31.3.21
Salaries	69506	258863	328369	314644
Depreciation	1074		1074	
Training			0	539
Volunteer expenses	98	363	461	210
Equipment costs	723	127	850	3295
Cleaning and waste disposal	3550	0	3550	8195
Food costs	6184	3417	9601	11702
Client welfare	190	23618	23808	23868
Disposable items	3393	95	3488	4012
Property costs	2345	6217	8562	7737
Rent	0	13111	13111	19767
Motor and travel expenses	5421	1883	7304	7620
Telephone	29	2839	2868	1581
Office expenses	324	5625	5949	7337
Support costs	21833	81312	103145	161793
	<b>114670</b>	<b>397470</b>	<b>512140</b>	<b>572300</b>

#### 5. Support Costs

		Year to 31.3.21
Salaries	25199	40901
Training	0	635
Depreciation	4150	6507
Professional fees	4056	5459
Property costs	23593	40793
Rent	11667	33604
Independent examination	456	736
Marketing and communications	18789	20450
Recruitment	1544	
Trustee expenses	0	0
IT costs	2192	1675
Telephone	3774	2809
Insurance	2989	2408
Other costs	4736	5816
	<b>103145</b>	<b>161793</b>

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

## 6. Net Income/Expenditure

<b>Net Income /expenditure is shown after charging:</b>		<b>Year to 31.3.21</b>
Depreciation - owned assets	10224	6507
Independent examiners fee	575	556
Trustee expenses	NIL	NIL

## 7. Trustees' Remuneration and Benefits

No Trustee received any remuneration or benefits (Year to 31.3.21 - Nil)

## 8. Staff Costs

		<b>Year to 31.3.21</b>
Wages	328944	238168
Pension contributions	6540	4733
Social security costs	27232	19414
	<b>362716</b>	<b>264335</b>

The number of employees receiving more than £60,000 was NIL ( 2020 - NIL )

The average number of staff employed was 19 ( Year to 31.3.21 - 16 )

## 9. Tangible Fixed Assets

	<b>Equipment</b>	<b>Computers</b>	<b>Freehold Property</b>	<b>Total</b>
<b>COST</b>				
At 1st April 2021	8892	14256		23148
Additions	744	8529	600000	609273
Disposals				0
<b>At 31st March 2021</b>	<b>9636</b>	<b>22785</b>	<b>600000</b>	<b>632421</b>
<b>DEPRECIATION</b>				
At 1st April 2021	6523	11565		18088
Charge for the year	1074	4150	5000	10224
Written back on disposal				0
<b>At 31st December 2021</b>	<b>7597</b>	<b>15715</b>	<b>5000</b>	<b>28312</b>
<b>NET BOOK VALUE</b>				
At 31st December 2021	2039	7070	595000	604109
<b>At 31st March 2021</b>	<b>2369</b>	<b>2691</b>	<b>0</b>	<b>5060</b>

## 10. Debtors

		Year to 31.3.21
Debtors	18702	30355
Prepayments	56004	19701
	<b>74706</b>	<b>50056</b>

## 11. Creditors

		Year to 31.3.21
<b>Amounts Falling Due Within One Year</b>		
Trade creditors	0	0
Accrued expenses	-2169	-1245
Taxes and pensions	-11004	-8736
Deferred income	-24879	-58381
	<b>-38052</b>	<b>-68362</b>
<b>Amounts Falling Due - More Than One Year</b>		
Property loan	-200000	0

The property loan is interest free and repayable as reserves permit

## 12. Movement in Funds

	Brought Forward	Income	Expenditure	Transfers	Carried Forward
<b>Restricted Funds</b>					
Client welfare	59451	37953	-79912	-7103	10389
Property renovation		275000	-5000		270000
Salary funds	5000	33120	-28223	-2163	7734
	64451	346073	-113135	-9266	288123
<b>Designated Funds</b>					
Property purchase fund	125000			-125000	0
Property renovation fund	0			125000	125000
	125000	0	0	0	125000
<b>Unrestricted Funds</b>					
Food and client support	190140	488068	-404005	9266	283469
<b>Total Funds</b>	<b>379591</b>	<b>834141</b>	<b>-517140</b>	<b>0</b>	<b>696592</b>

### 13. Comparative Statement of Financial Activities

	Note	Unrestricted Funds	Restricted Funds	TOTAL 2020	9 months to 31st December 2021
<b>INCOME</b>					
<b>Donations</b>					
General donations	2	202064	59967	262031	122936
<b>Charitable Activities</b>					
Grants and contracts	3	410458	113755	524213	693629
Miscellaneous income		24480		24480	17576
		<b>637002</b>	<b>173722</b>	<b>810724</b>	<b>834141</b>
<b>EXPENDITURE</b>					
<b>Charitable Activities</b>					
Food and client support programmes	5	477107	95193	572300	517140
		<b>477107</b>	<b>95193</b>	<b>572300</b>	<b>517140</b>
<b>NET INCOME</b>					
Transfers between funds		159895	78529	238424	317001
		167	-167		
		160062	78362	238424	317001
Other recognised gains/losses					
<b>Net Movement in Funds</b>		160062	78362	238424	317001
Funds brought forward		132420	8747	141167	379591
<b>TOTAL FUNDS</b>		<b>292482</b>	<b>87109</b>	<b>379591</b>	<b>696592</b>

All income and expenditure is from continuing operations

