The Good Shepherd Centre
Registered Charity Number **1170396**
☎ 01535 608639
admin@thegoodshepherdcentre.org.uk
info@thegoodshepherdcentre.org.uk
We are **OISC** registered Charity No: N201900016
www.thegoodshepherdcentre.org.uk

The Guard House
West Lane
Keighley
West Yorkshire
BD22 6ES

THE GOOD SHEPHERD CENTRE

Trustees' Annual Report 2025

For the year ended 31 December 2025

Registered charity number	1170396
Legal form	Charitable Incorporated Organisation
Principal address	West Lane, BD22 6ES Keighley
Reporting period	1 January 2025 to 31 December 2025

Purpose of this report. This report explains how the charity pursued its purposes for the public benefit during 2025, the difference its work made, how it was governed, and its financial position at the year end.



The Good Shepherd Centre
Registered Charity Number **1170396**
☎ 01535 608639
admin@thegoodshepherdcentre.org.uk
info@thegoodshepherdcentre.org.uk
We are **OISC** registered Charity No: N201900016
www.thegoodshepherdcentre.org.uk

The Guard House
West Lane
Keighley
West Yorkshire
BD22 6ES

1 Reference and administrative details

The Good Shepherd Centre is a charitable incorporated organisation registered in England and Wales. It is governed by a Foundation Model Constitution.

The objects of the CIO are:

- ***To develop the capacity and skills of socially and/or economically disadvantaged members of the community of Keighley and the surrounding areas, enabling them to better participate in society to:***
- ***Advance education and lifelong learning, including the upskilling, training and development of young people and adults;***
- ***Promote the well-being, health, independence and social inclusion of the community, including older people; and***
- ***Promote community cohesion by fostering understanding and positive relationships between people from diverse backgrounds, including those of different ethnicities, cultures, ages, abilities, faiths and socio-economic circumstances, as well as asylum seekers, refugees and other migrants.***

Trustees

The following trustee information is carried forward from the latest annual report supplied and must be confirmed by the Board before approval.

Trustee	Position
Sean Gilligan	Chair
Andrew Harrison	Secretary
Roger Suddaby	Trustee
Aaron Keane	Trustee
Jessy Joseph	Trustee
Anju Daniel	Trustee

The Good Shepherd Centre
Registered Charity Number **1170396**
☎ 01535 608639
admin@thegoodshepherdcentre.org.uk
info@thegoodshepherdcentre.org.uk
We are **OISC** registered Charity No: N201900016
www.thegoodshepherdcentre.org.uk

The Guard House
West Lane
Keighley
West Yorkshire
BD22 6ES

Independent examiner

Stephen Hill FCA, ICAEW, 11 Hospital Road, Riddlesden, Keighley, BD20 5EP.

2 Structure governance and management

The charity is constituted as a charitable incorporated organisation under a Foundation Model Constitution. The trustees are responsible for the charity's strategic direction, governance, safeguarding oversight and financial stewardship.

New trustee roles are advertised locally. Candidates are selected by a vote of the existing trustees and complete a three- six month probation period. Trustee induction and training follow Charity Commission guidance on trustee responsibilities. The Board works with the Centre Director and an independent minute taker. No relationship with related parties, corporate trustee, custodian trustee arrangement or funds held on behalf of another charity was reported in the information supplied.

3 Objectives activities and public benefit

Charitable purposes

The Good Shepherd Centre aims to empower, engage and educate economically and socially disadvantaged people in Keighley and surrounding areas so that they are better able to participate fully in society. The Centre is open to all and brings together people from diverse backgrounds, including established residents, migrants, refugees and people facing language, digital, health or financial barriers.

Public benefit

The trustees confirm that they have had due regard to the Charity Commission's guidance on public benefit when planning and reviewing the charity's work. Activities are designed to develop skills and understanding, relieve hardship, improve health and wellbeing, reduce isolation, and support integration and community cohesion.

Main activities

Delivery in 2025 was organised around four connected areas:

- Education and training, including English, employability, digital, vocational and confidence-building courses.

- Family advice and support, including multilingual one-to-one help with benefits, housing, immigration and settlement matters, employment, education, debt, safeguarding and crisis situations.
- Physical and mental health support, including health checks, access to practitioners, wellbeing groups, counselling, vaccination activity, testing and health education.
- Social and community activity, including the lunch club, coffee mornings, Stay and Play, maternity support, youth leadership, gardening, craft, Warm Space activity and community events.

The charity also provided volunteering and work-placement opportunities, interpreting and advocacy, and practical help such as food, clothing, bedding and baby supplies. Its community-led, multilingual and trauma-informed approach helps people who may not otherwise engage with statutory or mainstream services.

4 Achievements and performance

Demand continued to grow. The 2025 impact report records 6,578 interactions and an estimated 3,869 distinct people supported, around 10% more than in 2024. Volunteers contributed 5,400 hours. The operational breakdown below is drawn from the impact report's delivery dataset, which covers 1 February 2025 to 1 February 2026 and therefore does not exactly match the financial year.

Area	Engagements	Share
Family advice and support	3,775	57%
Social and community	1,870	28%
Health physical and mental	592	9%
Education and training	341	5%

Education and training

The Centre engaged 253 learners and recorded 341 education and training engagements. Free accredited and non-accredited provision included English, interpreting, teaching assistant and childcare courses, essential computer skills, first aid, food hygiene, horticulture and confidence building. Fourteen student placements were supported. Reported outcomes included greater confidence, improved communication and service access, better readiness for work and less isolation.

Family advice and support

This was the largest and fastest-growing area of delivery, with 3,775 engagements compared with 2,612 in 2024. The dataset includes 3,007 one-to-one advice engagements and 320 DWP drop-ins. Early, sustained and multi-agency support helped people address housing, benefits, immigration status, financial hardship, employment, healthcare and safeguarding issues before they escalated.

Health and wellbeing

The charity recorded 592 health engagements. Weekly practitioner access, health-check drop-ins, vaccination clinics, testing and follow-up, counselling and twice-weekly wellbeing activity reduced practical and cultural barriers to care. The Centre also supported people facing complex mental health needs, dementia, declining capacity, cancer and end-of-life issues, while contributing community insight to wider health campaigns and forums.

Social and community

There were 1,870 social and community engagements. The lunch club averaged 70 attendees per session and worked with local schools to create intergenerational contact. Coffee mornings, family activities, children's provision, gardening, craft, Warm Space support and youth programmes helped reduce loneliness, improve wellbeing and build confidence and belonging across age and cultural groups.

Practical support and charity shop

The charity shop at 34 Brunswick Arcade provided free referrals for essential goods, including clothing, bedding and baby supplies, and supported more than 300 families in need during 2025. This work was coordinated with local organisations and statutory bodies to provide support with dignity.

Hall refurbishment

A major refurbishment of the main hall was completed in April 2025 using a £140,000 grant from the Government's Keighley Towns Fund. Improvements included flooring, lighting, kitchen and accessible toilet facilities, storage, triple-glazed windows and new external doors. The work created a safer, more energy-efficient and flexible community space able to support growing demand.

The Good Shepherd Centre
Registered Charity Number **1170396**
☎ 01535 608639
admin@thegoodshepherdcentre.org.uk
info@thegoodshepherdcentre.org.uk
We are **OISC** registered Charity No: N201900016
www.thegoodshepherdcentre.org.uk

The Guard House
West Lane
Keighley
West Yorkshire
BD22 6ES

5 Financial review

The figures below are taken from the receipts and payments statement supplied for the year ended 31 December 2025.

Measure	2025	2024
Total receipts	£267,240	£283,697
Total payments	£286,704	£210,795
Net receipts less payments	(£19,464)	£72,902
Cash funds at year end	£110,237	£129,701

Receipts fell by £16,457, or 5.8%, compared with 2024, while payments increased by £75,909, or 36.0%. The resulting cash outflow was £19,464. At 31 December 2025 the statement of assets and liabilities reported bank balances of £105,652 and cash of £4,585, totalling £110,237. No liabilities, investment assets, other monetary assets or assets retained for the charity's own use were recorded in that statement.

One-off capital funding

During 2025, the charity received a significant one-off grant of £140,000 from the Government's Keighley Towns Fund. The grant funded the refurbishment of the Centre's main hall, completed in April 2025. This non-recurring funding increased both income and expenditure during the year and provided a safer, more accessible and energy-efficient community facility.

Principal funding sources

The charity's principal sources of funds were grants and fundraising, including income connected with the charity shop, room hire and community fundraising. Significant grant-funded activity included the hall refurbishment supported by the Keighley Towns Fund. The charity continued to rely materially on grant funding and voluntary income.

Reserves policy

The trustees' policy is to hold unrestricted reserves to support the charity's running costs in the following period and to provide resilience against interruptions in grant and fundraising income. Cash funds at the year end were £110,237. Before approving this report, the trustees should record the target level of free reserves, the basis for that target and whether the year-end level was in line with policy.

Going concern

The charity remains dependent on grant funding, fundraising and earned income such as room hire. The director and trustees continue to seek further grants and fundraising opportunities. The cash balance provides short-term resilience, but continuing demand, higher operating costs and uncertainty in the funding environment require close monitoring.

6 Principal risks and uncertainties

The principal risks identified from the information supplied are rising demand arising from poverty and cost-of-living pressures; increasing complexity in housing, immigration, safeguarding and health cases; reliance on time-limited grants and fundraising; pressure from utilities and other operating costs; volunteer and staff capacity; and the need to maintain safe, compliant services for vulnerable beneficiaries.

The charity responds through active grant applications and fundraising, partnership working, early intervention, multilingual support, volunteer involvement, safeguarding practice, and regular oversight of service demand and finances. The improved hall also supports more efficient and sustainable delivery. The Board should confirm that these risks and controls reflect its current risk register before approval.

7 Contribution of volunteers

Volunteers contributed approximately 5,400 hours in 2025. Their contribution included teaching, cooking, gardening, translation, peer mentoring, counselling and one-to-one support, charity-shop activity, community events, fundraising, cleaning and general operation of the Centre. This contribution expanded the charity's capacity, strengthened trust and provided volunteers with skills, confidence and routes into wider participation.

8 Plans for 2026

The charity intends to sustain its four-part model of education, family support, health and community activity; make full use of the refurbished hall; strengthen funding resilience; respond to the continuing growth and complexity of advice cases; develop partnerships with health, education and statutory services; and continue creating volunteer, placement and youth-leadership opportunities.

As part of strengthening the charity's financial and operational resilience, the Board has developed a stabilisation plan aimed at reducing the charity's reliance on specific time-limited grant funding and supporting a more sustainable and diversified funding base. Priorities for 2026 will continue to be reviewed against available funding and the Board's assessment of operational capacity and risk.

9 Declaration

The trustees declare that they have approved this Trustees' Annual Report.

Signed on behalf of the trustees	
Full name	Sean Gilligan
Position	Chair of Trustees
Date	10/10/2026

The Good Shepherd Centre

Actual Income & Expenditure Account

January 2025 to December 2025

	Income	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Total
I1	Grants	£717.00		£117,066.25	£2,000.00	£37,954.15		£3,500.00	£27,345.00	£950.00	£7,359.15	£27,345.00	£12,500.00	£236,736.55
I2	Room Hire		£60.00			£460.00	£3,270.10	£530.00	£200.00	£850.00	£600.00	£300.00	£350.00	£6,620.10
I3	Fund Raising	£355.66	£188.96	£778.14			£192.30	£5.00		£1,843.00		£660.63	£218.00	£4,241.69
I4	Misc	£12.23	£4.00	£245.06	£126.35	£4,299.48	£15.71	£59.78	£654.88	£74.50	£71.28	£411.72	£228.84	£6,203.83
I5	Shop Income		£1,160.00		£953.04	£485.36		£350.00		£845.42			£905.00	£4,698.82
I6	Donations	£114.35	£153.07	£504.86	£624.70	£471.75	£675.06	£855.45	£372.11	£347.66	£527.43	£901.92	£3,190.24	£8,738.60
	Total Income	**£1,199.24**	**£1,566.03**	**£118,594.31**	**£3,704.09**	**£43,670.74**	**£4,153.17**	**£5,300.23**	**£28,571.99**	**£4,910.58**	**£8,557.86**	**£29,619.27**	**£17,392.08**	**£267,239.59**
	Expenditure													
E1	Gross wages	£33,031.86	£648.00	£540.00	£2,704.17	£9,644.44	£10,414.28	£9,498.28	£9,000.00	£38,372.78	£527.00	£1,046.19	£1,227.23	£116,654.23
E2	Employer NI													
E3	Employer Pension	£460.87	£403.50	£292.29		£244.92	£789.37	£348.56	£348.56	£423.73	£348.56	£649.24	£423.73	£4,733.33
E4	Telephone	£256.04	£43.26	£109.26	£68.46	£92.04	£92.52	£114.70	£70.34	£92.04	£113.74	£70.34	£113.74	£1,236.48
E5	Postage		£22.68		£146.98		£53.96	£41.44		£20.15	£80.55		£91.90	£457.66
E6	Stationery		£272.79	£26.97	£183.01		£140.88	£108.35			£250.54		£209.56	£1,192.10
E7	Volunteer Exp	£50.00	£280.68	£66.00	£46.00	£58.00	£60.00	£377.50	£15.00	£292.21	£251.50	£396.00	£319.85	£2,212.74
E8	Staff Expenses	£668.00		£60.00				£15.77						£743.77
E9	Professional	£290.00		£1,011.23	£864.50	£102.70	£380.00			£424.00		£500.00	£250.00	£3,822.43
E10	Refreshments		£20.77	£533.03	£1,388.54	£166.58	£314.15	£342.53	£67.58	£120.85	£188.65	£604.54	£473.12	£4,220.34
E11	Travel	£32.50			£9.00	£23.07		£44.50		£9.00	£244.80	£24.49	£9.00	£396.36
E12	Building & Repairs	£210.41	£46,051.00	£50,555.83	£3,710.45	£11,299.00	£7,004.30	£80.59	£36.60	£211.49	£1,538.69	£3,189.37	£775.93	£124,663.66
E13	Computer		£549.80		£124.95			£524.54					£477.31	£1,676.60
E14	Insurance		£1,065.05								£873.25	£1,434.48		£3,372.78
E15	Utilities	£1,905.87	£2,165.90	£2,043.22	£2,247.51	£1,345.51	£1,197.68	£1,125.12	£985.35	£805.00	£1,734.82	£1,488.44	£1,702.64	£18,747.06
E16	Misc	£52.25	£201.78	£125.99	£107.36	£61.01	£170.35	£229.64	£7.45		£75.88	£788.33	£51.58	£1,871.62
E17	Cleaning etc						£275.61	£190.34	£10.47	£6.90	£100.67	£118.06		£702.05
E18	Cash to Bank													
	Total Expenditure	**£36,957.80**	**£51,725.21**	**£55,363.82**	**£11,600.93**	**£23,037.27**	**£20,893.10**	**£13,041.86**	**£10,541.35**	**£40,778.15**	**£6,328.65**	**£10,309.48**	**£6,125.59**	**£286,703.21**
	Net Inc/(Exp)	(£35,758.56)	(£50,159.18)	£63,230.49	(£7,896.84)	£20,633.47	(£16,739.93)	(£7,741.63)	£18,030.64	(£35,867.57)	£2,229.21	£19,309.79	£11,266.49	(£19,463.62)

The Good Shepherd Centre | **Bank Reconciliation Statement** | **January 2025 to December 2025**

Per GSC	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Total
Balance B/fwd	£128,189.33	£93,729.42	£43,141.72	£106,770.48	£98,587.65	£119,452.63	£102,381.62	£94,760.90	£112,561.53	£75,909.89	£77,514.17	£96,096.79	£128,189.33
Movement	(£34,459.91)	(£50,587.70)	£63,628.76	(£8,182.83)	£20,864.98	(£17,071.01)	(£7,620.72)	£17,800.63	(£36,651.64)	£1,604.28	£18,582.62	£9,555.70	(£22,536.84)
Balance C/fwd	£93,729.42	£43,141.72	£106,770.48	£98,587.65	£119,452.63	£102,381.62	£94,760.90	£112,561.53	£75,909.89	£77,514.17	£96,096.79	£105,652.49	£105,652.49
Statement number	*2*	*3*	*3*	*3*									
Per Statement	£93,791.20	£43,203.50	£106,832.26	£98,649.43	£119,514.41	£102,443.40	£94,822.68	£112,623.31	£75,971.67	£77,575.95	£96,158.57	£105,652.49	£105,652.49
Reconciling items													
dd British Gas	(£61.78)	(£61.78)	(£61.78)	(£61.78)	(£61.78)	(£61.78)	(£61.78)	(£61.78)	(£61.78)	(£61.78)	(£61.78)		
Adjusted Balance	**£93,729.42**	**£43,141.72**	**£106,770.48**	**£98,587.65**	**£119,452.63**	**£102,381.62**	**£94,760.90**	**£112,561.53**	**£75,909.89**	**£77,514.17**	**£96,096.79**	**£105,652.49**	**£105,652.49**
Difference	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*	*£0.00*

The Good Shepherd Centre **Petty Cash Reconciliation** **January 2025 to December 2025**

Per GSC	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Total
Balance B/fwd	£1,511.47	£212.82	£641.34	£243.07	£529.06	£297.55	£628.63	£507.72	£737.73	£1,521.80	£2,146.73	£2,873.90	£1,511.47
Movement	(£1,298.65)	£428.52	(£398.27)	£285.99	(£231.51)	£331.08	(£120.91)	£230.01	£784.07	£624.93	£727.17	£1,710.79	£3,073.22
Balance C/fwd	£212.82	£641.34	£243.07	£529.06	£297.55	£628.63	£507.72	£737.73	£1,521.80	£2,146.73	£2,873.90	£4,584.69	£4,584.69

Independent examiner's report on the accounts

Section A Independent Examiner's Report

Report to the trustees

Charity Name
The Good Shepherd Centre

On accounts for the year ended	31/12/2025	**Charity no (if any)**	1170396

Set out on pages

1 and 2

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31/12/ 2025**.

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 Trust's accounts carried out under section 145 of the 2011 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

[The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination ~~(other than that disclosed below~~ *) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did 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.

** Please delete the words in the brackets if they do not apply.*

Signed: Stephen Hill **Date:** 30/6/26

Name: Stephen Hill

Relevant professional qualification(s) or body Chartered Accountant FCA ICAEW

(if any):	
Address:	11 Hospital Road
	Riddlesden
	Keighley, BD20 5EP

Section B Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.	

CHARITY COMMISSION FOR ENGLAND AND WALES

Charity Name	No (if any)
The Good Shepherd Centre	1170396

Receipts and payments accounts

CC16a

For the period from	Period start date	To	Period end date
	01/01/2025		31/12/2025

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Grants	- 38,865	275,601	-	236,736	260,370
Fund Raising	30,504		-	30,504	23,327
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
***Sub total** (Gross income for AR)*	- 8,361	275,601	-	267,240	283,697
A2 Asset and investment sales, (see table).					
	-	-	-	-	
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	- 8,361	275,601	-	267,240	283,697
A3 Payments					
Running Costs	11,103	275,601	-	286,704	210,795
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	11,103	275,601	-	286,704	210,795
A4 Asset and investment purchases, (see table)					
	-	-	-	-	
	-	-	-	-	
Sub total	-	-	-	-	-
Total payments	11,103	275,601	-	286,704	210,795
Net of receipts/(payments)	- 19,464	-	-	- 19,464	72,902
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	129,701	-	-	129,701	56,799
Cash funds this year end	110,237	-	-	110,237	129,701

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Bank	105,652	-	-
	Cash	4,585	-	-
		-	-	-
	Total cash funds (agree balances with receipts and payments account(s))	110,237	-	-
		OK	OK	OK

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval
		David Johnson	8/6/26
		Sean Gilligan	8/6/26