

# FOYLE HOSPICE

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

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The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

### **Objectives and activities**

The principal activities of the Foyle Hospice are the provision of palliative and end of life care for those patients who require it, as well as providing support for their families and carers. These services, free of any cost, are delivered through Foyle Hospice's Community Team, Day Hospice and In-Patient Care services and support.

The aims and objectives of the charity are as set out in the objects contained in the company's Memorandum of Association as well as the three-year Strategic Plan, the goals of which were, for the most part, achieved by the end of March 2023. A new strategic plan has been developed and agreed for the next three years, with effect from April 2024 – March 2027. In fulfilling its objectives, Foyle Hospice provides the following services:

### **In-Patient Care**

The In-Patient Unit comprises 9 beds and 1 self contained apartment. Foyle Hospice supports families, friends and carers of patients to help them cope during their illness and in bereavement, in an attentive and non-intrusive way. Patients may be admitted for respite care or for pain and symptom control with a view to being discharged home. Patients are also admitted for specialist care and support in the terminal phase of their illness.

Through the In-Patient Unit the Hospice also provides a 24-hour advisory service to GP's District Nurses and others on any matters in relation to a patient's care.

### **Community Palliative Care Nursing Team**

Foyle Hospice has a team of specialist nurses who visit patients in their homes. The Community Palliative Care Nursing Team work closely with GP's and District Nurses offering support and advice to ensure patients receive the best quality of care available. The specific needs of family and friends are also considered. A Specialty Doctor, supported by our medical team within Foyle Hospice and other professionals closely support these specialist nurses.

### **Day Hospice**

Visits by patients to the Day Hospice offers them a change in surroundings and a chance to make new friends and relax. The Day Hospice team provide a wide range of activities during the day, including the chance to enjoy many complementary therapies on offer. Carers at home also benefit from the opportunity to have a short break from looking after an ill relative or friend.

### **Bereavement Support**

This is an important element of hospice care and support available to relatives and friends of patients. The bereavement support sessions are facilitated by staff, supported by experienced volunteers and offer a safe, secure and comfortable environment for the users to express their feelings relating to their experience of death.

Healing Hearts is a specialist bereavement support service for young people aged 4 – 18 years and is led by a Children and Young Person's Facilitator, supported by our Children's Counsellor.

### **Advice**

Foyle Hospice offers 24/7 Telephone Advice service, which is available at all times for advice to GPs, district nurses, hospital staff, health care professionals, relatives and other members of the public in matters relating to Palliative and End of Life Care.

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### **Other Activities**

During the financial year, Foyle Hospice received additional non-recurrent funding from the Strategic Planning and Performance Group (SPPG) to support continued delivery of the Integrative Care Clinic three days per week. This continues to be provided on an annual basis, but is likely to become partly or wholly core funded within the context of our revised Day Hospice model.

SPPG has also provided funding to enable the delivery of a Compassionate Communities framework across Northern Ireland, which will focus on raising awareness and education about death, dying and bereavement within communities. This project is funded to the end of March 2024 and is working towards developing and building strong relationships with agencies, organisations and groups across the entire region.

Through the Department of Health's Cancer Charities Support Fund, administered by the Community Foundation Northern Ireland, Foyle Hospice has continued to enhance its Community Team, which is now available seven days per week, to include weekends and public holidays. Phase One of this funding has also enabled provision of adult and children counselling services and allowed us to create a Carer Health and Well Being resource. These services were originally funded until the end of March 2024, although it is anticipated that they will now extend into part of the Financial Year 2024/25.

Further funding was approved for Foyle Hospice, through Phase Three of the Department of Health's Cancer Charities Support Fund. This includes Specialty Doctor to support the Community Team and additional resource to help deliver our ongoing Carer Support Programme, as well as Physiotherapist and Complementary Therapist services which will be offered until the end of March 2024. Again, it is envisaged that these services will extend for a short period of time beyond March 2024, due to the timeframes involved in recruitment and appointment of these posts.

### **Statement of compliance with Charity Commission guidance**

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

### **Volunteers**

Volunteers play a key role in all services at Foyle Hospice, particularly in the provision of vital support to the IPU, Day Hospice, Bereavement Support, Fundraising and Retail. Trustees volunteer their time freely to attend regular board meetings, structured and ad hoc sub committees, as well as offering ongoing support to the Senior Management Team and the organisation as a whole.

### **Achievements and performance**

The Board of Trustees are extremely pleased to have had yet another exceptionally positive inspection by RQIA in January 2023, with no areas of improvement or recommendations reported.

The new strategic plan will bring forward enhanced services and support frameworks, so as to greater enable patients to remain at home. We will proceed to undertake an overall review of how we deliver our Day Hospice services, with a view to closer working relationships with the Integrative Care Clinic and more nurse led clinics. We will also move to now build those two additional bed spaces at our Inpatient Unit, which are so desperately needed.

2022/23 has returned a deficit, and the Board of Trustees is well aware of the long-term financial risks and implications following a two-year global pandemic and the recent concerns associated with an ongoing cost-of-living crisis.

Whilst some costs may have remained steady, others have increased substantially (e.g., electricity and heating), which requires us to think carefully about how we are procuring and ultimately providing our services. We will continue to closely monitor and review these issues moving forward.

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The Trustees, along with the Senior Management Team, are committed to identifying opportunities whereby income streams can be increased and costs can be reduced to ensure that services are delivered in an appropriate and timely manner. We continue to actively engage with the Strategic Planning and Performance Group (SPPG) and relevant personnel within the Department of Health in this regard. We have also established good working relationships with the Department of Finance and the NI Executive All-Party Group on Terminal Illness through our membership of the Hospice Alliance NI.

Although many of the Covid-19 restrictions were eased during the course of 2022/23, there were still measures in place which resulted in challenges as to how we delivered services, raise funds and ensure adequate resources at all times. Whilst this continued to have an impact on our capacity to meet all of our objectives, we are confident that we have managed to overcome those obstacles to enable direct patient care and support under exceptional circumstances.

We will continue to provide and maintain the quality and standard of service, albeit subject to some adaptations to ensure compliance with regulations and guidelines in light of the ongoing pandemic. We also await the Strategic Planning and Performance Group's review of the Day Hospice Model which is pending and has been delayed due to the ongoing pandemic.

### **Financial review**

The Statement of Financial Activities indicates that the Hospice had incoming resources of £3,747,944 in the year. The expenditure for the year was £4,110,171. Which resulted in net expenditure of £362,227. Net losses on investments, including revaluation decreases on investments to market value and sterling euro exchange adjustments, resulted in the Hospice reporting total net movement in funds for the 2022/23 financial year of £672,881. As such, the Hospice's accumulated funds decreased by this amount.

### **Reserves policy**

The Trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by Foyle Hospice should equate to approximately 12 months of unrestricted expenditure (approximately £3,600,000) to enable the charity to continue the current activities in the event of a significant drop in fundraising.

At 31 March 2023 the free reserves were £6,838,661 and as such the target has been achieved.

The Trustees would highlight the receipt of £164,717 in respect of Compassionate Communities and a further £183,025 through the Cancer Charities Support Fund.

Our voluntary income has yielded a lower return than expected in year and this has resulted in a significant reduction in the Hospice's free reserves at the reporting date. The Trustees are also expecting deficits of income against expenditure for 2023/24 financial year and the subsequent financial periods. The Board of Trustees are very aware of the continuous challenges post pandemic such as rising costs and inflation, which make it much more difficult to raise sufficient voluntary income. The Board of Trustees, along with the Senior Management team will closely scrutinise and monitor Foyle Hospice's finances to ensure sustainability, so that the services remain free at the point of delivery.

This assessment is based on the non-recurring nature of some funding support received during 2022/23 and the unpredictability of fundraising activities returning to full capacity, further compounded by the impact of the cost-of-living crisis.

Therefore, the Trustees anticipate that the free reserves will be used to ensure we maintain appropriate levels of service provision during this period.

### **Investment Policy**

The Trustees have considered the most appropriate policy for investing funds. In the accounting year ended 31 March 2023 the Trustees continued with the management of their investment portfolio through Davy. Davy's aim is to ensure that selected securities are relatively safe and provide a reasonable yield. They will not chase high yield to the detriment of risk in the portfolio.

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## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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### **Risk Management**

The Governance and Risk Committee works in collaboration with the Senior Management Team in relation to managing and mitigating against risk. A Risk Management Strategy is in place, alongside a comprehensive Risk Register that is reviewed on a regular basis.

This Committee has assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems are in place to mitigate exposure to the major risks.

### **Structure, governance and management**

The organisation is a company Limited by Guarantee not having a share capital, incorporated on 11th October 1985 and is registered with The Charity Commission for Northern Ireland.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mrs Angela McIntyre (Chairperson)

Ms Patricia Blaney (Vice Chairperson)

Mr Gerard O'Hara (Treasurer)

Mr Gerard Guckian

Mr Patrick Kelly

Ms Dolores O'Reilly

Ms Kathryn McIlwaine

(Resigned 8 June 2022)

Mr Brendan Dowdall

Ms Jennifer Maloney

Dr Lucinda Watt

(Resigned 17 May 2022)

Ms Carolann Doherty

Ms Gillian King

### **Appointment of Trustees**

The Board of Trustees can have up to 24 members but not less than 5 members. There are currently 10 Trustees. As set out in the Articles of Association, one third of the serving trustees retire at each AGM and they shall be those who have been longest in office since the last election or appointment. A retiring director shall be eligible for re-election for at least a second term of three years. The trustees shall at any time elect a new trustee by co-option and who will remain in office until the next Annual General Meeting but shall also be eligible for re-election.

Foyle Hospice undertakes an annual skills audit among Trustees in order to identify any knowledge and/or skills gaps within its membership. These skills are specific to the strategic and operational nature of the organisation. Foyle Hospice will undertake regular Trustee Recruitment Drives to achieve balance and with a view to proactive succession planning.

### **Trustee induction and training**

From time to time, expressions of interest will facilitate recruitment of new trustees to meet the essential skill set for the Board of Trustees. Potential candidates will meet with the Chair and Vice Chairperson in the first instance for a discussion about their role, responsibilities and expectations. They will then have the opportunity to meet with the Chief Executive who will facilitate an orientation day to brief them on: their legal obligations under charity and company law, the charity commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, various committees, organisational structure and decision making process, the strategic plan and recent financial performance of the charity.

As part of the induction they will meet with Senior Management Team, key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate and further support the undertaking of the role.

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## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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### **Organisational structure**

The Board of Trustees administer the charity. A Chief Executive Officer is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the CEO has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and the management of the In-Patient Unit, the Day Hospice, Community Team and the Income Generation and Communications Department, alongside any other projects that may be contracted to Foyle Hospice.

### **Related parties and co-operation with other organisations**

None of the trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a contracted supplier must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year, no such related party transactions were reported. All Trustees are required to complete a Declaration of Interest Form and this is updated on an annual basis or as required subject to individual circumstances.

### **Statement of trustees' responsibilities**

The trustees, who are also the directors of Foyle Hospice for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Auditor**

Moore (NI) LLP were appointed as auditor of the company for the three year period covering 2021/22 - 2023/24 following a tender process. In accordance with the company's articles, a resolution proposing that Moore (NI) LLP be reappointed as auditor of the company for the final year of the tender term will be put at the Annual General Meeting.

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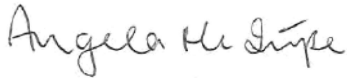
## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2023*

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### **Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



Mrs Angela McIntyre (Chairperson)  
**Trustee**

25 September 2023