

Legal Structure and Governance

Inspire was incorporated by guarantee on 8th April 1991. It has no share capital and is recognised as a charity by the Charity Commission and HM Revenue and Customs. The guarantee of each member is limited to £1. The governing documents are the Memorandum and Articles of Association (as adopted 7 December 2017).

Inspire has a number of wholly owned subsidiaries: Inspire Wellbeing Company Limited by Guarantee (1584809) registered in the Republic of Ireland and Carecall (NI) Limited, the latter also having a wholly owned subsidiary registered in the Republic of Ireland, EAP Consulting Limited (1372660).

The Board of Trustees is responsible for the overall governance and strategic direction of the organisation with the CEO, in conjunction with Executive Leadership team, having responsibility for ensuring smooth running of day to day operations.

The Trustees are elected under the terms of the Articles of Association.

Throughout the year the Trustees did not engage in any of the following activities in relations to the company:

- Undertake material transactions with the company.
- Receive any loans from the company.
- Receive any remuneration for services as Trustee of the company.
- Hold shares in the Company (which is limited by guarantee and has no share capital).

Recruitment and Appointment of Trustees

The recruitment and appointment of Trustees is managed through recommendations from the Nominations and Governance Oversight Committee to the Board of Trustees. The Nominations and Governance Oversight committee also manage the skills required for new Trustees and Trustees' rotation.

Trustees shall be appointed by an election of the members of the Charity at the AGM. A Trustee must be admitted as a member of the Charity on appointment as a Trustee. At each AGM all Trustees, except for Chair and Vice Chairperson under article 21 of the Charity's Articles of Association, who have served three consecutive years or more as a Trustee shall retire from office. A Trustee who retires in

accordance with this article, if willing to act, shall be eligible for reappointment for a further term of up to three consecutive years. The Trustees may at any time co-opt any eligible individual and a co-opted Trustee shall be appointed to hold office from the date of appointment to the next annual general meeting.

Induction and Training of Trustees

New Trustees and committee members receive an induction upon appointment to the Board of Trustees and are invited to spend time with members of the Executive Leadership Team as part of their induction. This is a chance to learn about Inspire Wellbeing and identify opportunities to become more involved with our work. Trustees are also invited to service visits to learn more about Inspire Wellbeing. The Trustees will be provided access to regular training and development to ensure Trustees are adequately informed to ensure they can exercise effective governance.

Our Committees

We have four committees in place to support our governance processes.

These are:

- Services, Quality and Development Committee
- Finance, Risk and Corporate Services Committee
- Nominations and Governance Oversight Committee
- Remuneration Committee

Each committee is guided by a Terms of Reference, has a quorum of Trustee representatives and may have co-opted members where appropriate. The Remuneration Committee meets up to twice a year and the others meet a minimum of four times per year.

Organisational Structure and Decision Making

In order to ensure that the Inspire Group is managed efficiently and effectively, the Trustees have delegated a range of day to day decision making powers to the Executive Leadership Team.

The Trustees have established appropriate controls and mechanisms to ensure that the staff team operate within the powers delegated to it.

Legal Structure and Governance

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The Executive Leadership Team is responsible for the management of the Group and its subsidiaries, in line with the strategic direction agreed by the Trustees.

Arrangements for Setting the Pay and Remuneration of Key Management Personnel

The Remuneration Committee makes all key decisions on the setting of pay and remuneration for key management personnel; The Committee is guided by a Terms of Reference and has a quorum of Trustee representatives.

Public Benefit Statement

The public benefit requirement is defined in the Charities Act (Northern Ireland) 2008 and states that purposes must be for the public benefit to be charitable. The Trustees confirm that they have complied with the duty to have regard to the guidance issued by the Charity Commission for Northern Ireland under section 4(b) of the Charities Act (the public benefit requirement statutory guidance) and the Charities Regulatory Authority guidance in the Republic Of Ireland. The Trustees are confident that the activities have helped to achieve the Charity's purposes and provide a benefit to the beneficiaries.

Plans for Future Periods

The plan for the future is to continue to build on the mission of the organisation and embed our values across the Group. As we drive forward we also continue to develop our financial plans to ensure that Inspire Wellbeing achieves and maintains its free reserves within a tolerances agreed by the Trustees.

Trustee Attendance at Board Meetings during the year to 31 March 2023:

Trustee	Meetings Attended	Out of a Possible
Aidan Browne	7	8
Jill Harrower-Steele	8	8
William Fitzpatrick	8	8
David Kenefick	8	8
George O'Neill	7	8
Michael Hickey	7	8
Colm Conway	7	8
Finola O'Kane	6	8
Seamus Mannion	3	8
Maeve Hully	3	5
Ben Banerji	3	3
Peter Brown	3	3
Seamus Cowman	3	3
Emma Pollock	1	3

A quorum is comprised of any two members of the Board of Trustees from time to time to perform administrative and other routine functions on behalf of the Board of Trustees.

Financial Review

The net movement in funds for the year is set out in the Financial Statements and related notes.

The Inspire Wellbeing Group had a surplus for the 2022/23 financial year of £2,098K (2021/22: £2,612K). The total funds of the Inspire Wellbeing Group at the end of 2022/23 were £13,999K (2021/22: £11,901K). The Group had £1,075K of funds held for restricted purposes (2021/22: £882K).

The detailed financial results for the year ended 31st March 2023 are set out in the Financial Statements that accompany this report which have been prepared in accordance with the Companies Act 2006 and the Charities SORP (FRS 102).

Summary Statement of Financial Activities

	Total Funds 2022/23 £'000	Total Funds 2021/22 £'000
Total Incoming Resources	38,531	35,278
Total Expenditure	36,433	32,666
Net Incoming Resources	2,098	2,612

Summary Balance Sheet

	31 March 2023 £'000	31 March 2022 £'000
Fixed Assets	5,579	5,760
Net Current Assets	8,421	7,701
Non-Current Liabilities	(1)	(1,560)
Net Assets	13,999	11,901
Restricted	1,075	882
Unrestricted	12,924	11,019
Total Funds	13,999	11,901

Reserves Policy

The Charitable Group Reserves Policy has been set by the Trustees with a future target range of 2.25 to 3 months of unrestricted reserves to be achieved, recognising the current risk profile of the organisation. The policy is in place to ensure the Group can continue to deliver the services in the event of any short term financial disruption. The policy is reviewed on a regular basis to ensure that the target range remains appropriate, given any significant changes impacting the organisation.

At the year end, the Charitable Group had free reserves of £7,156K (31 March 2022: £5,066K) which represents 2.7 months (31 March 2022: 2.2 month) of unrestricted reserves.

Risk Management

Our Risk Management Strategy

To identify both strategic and corporate risks that threaten the achievement of Inspire Wellbeing's core strategic objectives, Inspire Wellbeing applies the principles of Corporate Risk Management through a comprehensive Corporate Risk Register. The core areas of the Register are developed from an assessment of Inspire Wellbeing's Strategic Corporate Plan and measured against performance. The process of effective risk management within Inspire includes a number of measures including:

- Risk Identification
- Risk Assessment
- Risk Treatment and Management
- Risk Monitoring and Review
- Risk Reporting

All key risks are reviewed on a regular basis by the Executive Leadership Team and appropriate actions are taken to ensure mitigation. The register is a live document and is updated as risks increase, decrease or emerge. The Board of Trustees is responsible for seeking assurances that the organisation effectively operates systems and processes to manage risks, by receiving and reviewing reports and information from the Finance, Risk & Corporate Services Committee.

Principal Risks and Uncertainties

Financial Risk:

Lack of financial resource to meet increasing/ changing demands and growth.

Financial resource management and building reserves remains a key focus across the organisation, with a collaborative approach in setting budgets and forecasts, and managing financial risks and opportunities. These processes ensure we have appropriate action plans in place to improve the financial performance of the organisation and to positively profile the organisation externally.

Security Risk:

Data management and cyber security.

Cyber security is an ever evolving threat which can take the form of Ransomware, Phishing, Malware,

Data Leakage, Hacking etc. These types of threats continue to grow in complexity and understanding them is the best way to defend our organisation. We have invested, and will continue to invest, in skills, hardware and software to help us face this challenge. We work to continually monitor and update our infrastructure and are actively looking at ways of improving our security.

Resource Risk:

Challenges in attracting and retaining social care staff.

The recruitment and retention of staff remains a challenge not only for the organisation but for the sector as a whole. As an organisation we carry out regular reviews and benchmarking exercise across the sector. Where necessary, subject to affordability, we have increased salaries to reflect the demand within the sector and we have restructured our services accordingly. A key part of our recruitment campaigns also involves advertising the non-monetary benefits.

We advertised widely and over the last year we have looked at creative ways of advertising, through virtual job fairs, links to schools, colleges and universities. As part of the selection process we have changed the way in which we recruit and have moved away from a competency based interview approach to values led recruitment. As part of our longer term strategy, we are developing a formal succession plan for key staff, and continue a full review of our terms and conditions of employment.

Reputational Risk:

Failure to meet Regulatory standards.

It is essential to our organisation that we ensure all our services are regulatory compliant. Inspection Reports are public documents which help statutory authorities determine Service Providers' competency to deliver quality services so we consider regulations and standards relating to designated centres as a minimum threshold. We have robust procedures in place and promote a culture which exceeds regulatory standards and protects the rights and dignity of residents through person-centred care and support.

We are Team Inspire



Risk Management

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Regulatory Environment

Inspire operates in a highly regulated environment, governed by:

- Regulation and Quality Improvement Authority (RQIA) in Northern Ireland, Health Information and Quality Authority (HIQA) in the Republic of Ireland;
- Northern Ireland Charity Commission and the Charity Regulator in Republic of Ireland.

Charity Governance Code

The Charity Governance Code is designed as a tool to support continuous improvement. The Board of Trustees has reviewed and will regularly revisit the Code's key principles to ensure the highest standards of governance.

Funding Sources

The Group and Parent Charitable Company have in the past and continue to fund their charitable activities through obtaining funding from a number of providers, including the Northern Ireland Health and Social Care Trusts, the Health Service Executive in the Republic of Ireland, Supporting People, the Housing Executive, the Public Health Agency and a number of agencies.

The Group and Parent Charitable Company continue to work tirelessly to secure income to finance their ongoing activities.

Funds Held as Custodian Trustees on Behalf of Others

The Charity holds no funds as custodian trustees on behalf of others.

Independent Auditors

During 2023 the trustees tendered for the audit services of Inspire Wellbeing. A proposal for auditors will be put to the members of the company at the Annual General Meeting.



However you do it, start a conversation about mental health this #TimeToTalk Day



in partnership with



Time to Talk Day is a national campaign to get the nation talking. This year, our charity partnership with Coop expanded to champion the campaign, breaking the stigma surrounding mental health.

Statement of Trustees' Responsibilities In Respect of the Financial Statements

The Trustees (who are also directors of Inspire Wellbeing for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the Financial Statements in accordance with applicable law and regulation.

Company law requires the Trustees to prepare Financial Statements for each financial year. Under that law the Trustees have prepared the Financial Statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law the Trustees must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Group for that period. 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 Statement of Recommended Practice: Accounting and Reporting by Charities (2019);
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards, comprising FRS 102, 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the Group 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 Charitable Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the oversight of the maintenance and integrity of the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware;

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Going Concern

In the year ended 31 March 2023, the Group made a surplus of £2,098,000 (2021/22: surplus of £2,612,000). Overall, at the year end, the Group had net assets of £13,999,000 (2022: £11,901,000). The Trustees consider the performance for the year to be positive. The Group and parent Charity's activities, together with factors likely to affect its future development, performance and position, are continuously reviewed by the Trustees. This included the company's Trustees reviewing and taking a prudent approach to future cash flows. After this review it was clear that excess funds existed to pay all liabilities; therefore there are no material uncertainties related to events or conditions that may cast significant doubt about the ability of the Charity to continue as a going concern.

Inspire Wellbeing, the parent charitable company, provides financial support to two of its wholly owned trading subsidiary undertakings, through a letter of support, that operate in line with the Inspire Wellbeing's Vision and Mission, Carecall (NI) Limited and EAP Consultants Limited. The forecasts of these subsidiaries both show improvement; however

the subsidiaries continue to require support from the parent charitable company at this time. Inspire Wellbeing is forecast to remain cash positive and has indicated its intent to support both companies for at least one year after the financial statements are signed.

Taking into consideration the above factors, the Trustees of Inspire Wellbeing are satisfied that the Group's cash flows are sufficient to enable the Group and charitable parent company to continue as a going concern and settle all liabilities as they fall due for at least the next 12 months from the date of signing of these Financial Statements. Accordingly the Group and parent Charitable Company Financial Statements have been prepared on a going concern basis.

Aidan Browne
(Chair)

28 September 2023