

# WESTGATE FOUNDATION ANNUAL REPORT 2023





2023 marked a year of looking to the future again after the bleak years of the pandemic when it was impossible to plan ahead.

The Board of Westgate Foundation invested significant time and resources in 2023 into developing a Strategic Plan for Westgate Foundation and identifying and lobbying for the resources needed to ensure that this plan can be implemented.

In the autumn of 2023, with support from the HSE, we contracted PINTA consultants to undertake an external review of Westgate Foundation operations and to utilise the findings of this review to draw up an organisational strategic plan 2024 -2026. This proved to be an invaluable undertaking that has given us a very clear picture of both the work that we need to focus on and the resources that we need to secure in order to carry out this work over the coming years.

Key findings of the review are that our core services need to continue to meet the needs of older people in our community, that proper and fair conditions of employment have to be in place to retain our staff team and that a significant increase in our core funding levels is required if the organisation is to be sustainable long into the future.

The findings of our operational review provided us with leverage in engaging in constructive discussion with the HSE in relation to our Section 39 Service Level Agreement and those discussions are scheduled to run into 2024 with a view to achieving our necessary outcome – which is improved funding levels.

Our services continued to flourish in 2023 with a significant increase in our Social and Active Retirement Group membership (SARG) and increased demands for our Daycare services. Our Meals on Wheels service also responded to an increased demand for service. Attic insulation work was undertaken on our houses and 123 personal alarms were administered to people aged 65 + across the community.

A highlight of the year for us was the donation of a fully adapted car to our Transport Service, donated to us by a very generous member of the public. This has proved to be an invaluable asset to us as our ageing fleet continues to pose challenges for us. We were also delighted this year that the annual golf classic in aid of Westgate Foundation took place again in August 2023.

In April 2023, we were honoured with a visit from Mary Butler, Minister for Older People and Disabilities, who expressed strong support and validation for the necessity of sustaining the services provided to older people at Westgate Foundation. Thanks to this visit we have secured a modest increase in our annual core funding that we very much need to build on in 2024.

The primary focus of our strategic plan and business plan for 2024 will be to secure the necessary resources to sustain Westgate Foundation services, to support and resource our staff team and above all to continue to provide responsive, people centred services to older people in our community that will enable them to continue to live at home and enjoy social connection within their own community.

*Paddy Mc Carthy*

*Julie Murphy*

*Paddy Mc Carthy - Chairperson*

*Julie Murphy - CEO*

# 1. 2023: A Year in Summary

2023 was a year of looking to the future and focussing on the long term sustainability of our services.

Key strands of organisational development that happened throughout the year included:

- ✓ Provision of up to 25 daycare places per day over 4 days a week
- ✓ Increased Social and Active Retirement Group (SARG) membership to 131
- ✓ SARG group on Tuesday and Thursday afternoons
- ✓ Weekly sessions of Westgate Bowls club, art group, choir and drama group.
- ✓ Lifelong Learning Festival event in April 2023
- ✓ Attic insulation works on all Westgate houses
- ✓ Welcoming TY, Youthreach and third level students on placement
- ✓ Seniors Alert Scheme Personal Alarm support
- ✓ Continuing the provision of our Meals on Wheels service, Housing support and Seniors Alert Personal Alarm Scheme
- ✓ Continuing to utilise our in-house Digital TV channel to promote the work of Westgate Foundation
- ✓ Continuing our Demand for Digital Programme to enable older people in our community to access and learn to use IT equipment (e.g., phones, laptops and tablets)
- ✓ Securing continued funding from our core funders, the HSE and DSP.
- ✓ Completion of Mandatory Training modules by all WGF staff
- ✓ Continued upkeep of Westgate Centre and grounds
- ✓ PSYCHED certification (Positive Support You Can Expect Everyday)
- ✓ Resumption of Westgate Foundation Golf Classic
- ✓ Securing once off funding from: Bon Secours Hospital Fund and Hospital Saturday Fund
- ✓ Securing once off funding donation from Bishopstown Rotary Club
- ✓ Commissioning Organisational Review of Westgate Foundation
- ✓ Developing Strategic Plan 2024- 2026
- ✓ Hosting of Christmas Craft Fair 2023
- ✓ Development of links with Amadiya Women's Network
- ✓ Development of links with Our Lady of Good Council School

# Westgate Foundation

**The mission of Westgate Foundation is to provide the highest quality of services, supports and opportunities for older people living in Ballincollig and surrounding areas. Our guiding ethos is to assure respect, equality, dignity, rights and care to all connected with the organisation.**

**“...providing an integrated range of community based services for older people”**

## **Our Guiding Organisational Principles:**

- **Efficient Use of all Organisational Resources**
- **Respect, Equality, Honesty, Fairness and Kindness**
- **Quality Standards across all of the organisations work**
- **Challenging ageism and all forms of discrimination**
- **Teamwork, Participation and Inclusion of all**
- **Safeguarding autonomy and self-determination**
- **Efficient Use of all Organisational Resources**

**Westgate Foundation Aim: To provide the highest quality of services, supports and opportunities to older people that will enable them to enjoy quality of life within their own community.**

**Objectives:**

- To provide the following range of services, supports and opportunities to older people: Daycare, Community Transport, Community Catering, Sheltered Housing and Social Activities.
- To provide quality employment and training opportunities to local people through sustaining jobs and hosting an in-house community employment scheme.
- To ensure that older people play a lead role in all of the organisation's work including Board membership, employment, sub-committees and membership of all groups within the organisation.
- To advocate for dignity, respect, equality and social justice for all older people

## Westgate Foundation Core services 2023

**Westgate Daycare Service-** catering to up to 25 clients per day four days per week

**Community Catering** – Meals on Wheels, Daycare meals and Social and Active Retirement Group hospitality

**Transport** – daycare, SARG and community catering

**Social and Active Retirement Club (SARG)**– continued meetings of SARG social groups, bowling club, art, choir and drama classes and Westgate Foundation computer class.

**Sheltered Housing** – 36 independent living houses

**Seniors Alert Personal Alarm Scheme** – 123 personal alarms administered during 2023

## **Westgate Foundation Support Services 2023:**

- Community Employment Programme
- Accounts Department
- Housekeeping, Hygiene and Sanitising Team
- Reception Team
- Maintenance Team
- Security Team
- IT Maintenance
- CEO Office (CEO and Deputy CEO)

## **Core Funding Sources 2023:**

- HSE South – CHO4
  - HSE North – CHO4
  - Department of Social Protection
  - Cork City Council
  - CETB
-

## **Westgate Foundation Generated Funding 2023:**

### **Service Income:**

- Community catering charges
- Rental from social housing programme
- Daycare clients' fees
- SARG weekly fees
- Membership Fees
- Room rental fees

### **Once Off Grants 2023 including:**

- Bon Secours Hospital Fund
  - Cork City Council Capital Funding
  - HSE Once off funding for Programming and Activities
  - HSF support for bus fundraising
- See p. 39 for full details on funding received 2023

### **Key Ongoing Developments 2023**

- Delivery of 5 front line support services to older people in the wider Ballincollig area
- Employment opportunities for up to 55 staff (35 places allocated through our CE programme)
- Delivery of 7 back up support services
- Continued receipt of funding from our core funders
- Facilitating 123 older people to access personal alarms through the Seniors Alert Scheme (SAS)
- Ongoing maintenance of Westgate grounds and facilities to a very high standard of upkeep
- Continued promotion and profile of our services and supports through Westgate social media platforms
- Continued development of Westgate Foundation Demand for Digital Programme



## Key Challenges 2023

- Securing sufficient core funding to sustain services and retain staff team
- Generating funding to upgrade an ageing transport fleet
- Further decline in take-up of CE vacancies during 2023 with consequent longer term staffing shortages
- Staffing shortages across a number of departments

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## Key New Developments 2023

- Visit to Westgate from Mary Butler, Minister for Older People and Disabilities
- Westgate Choir, Drama Group and Art Group participation in Lifelong Learning Festival
- Support from new sponsors – see p. 36 for further detail
- Hosting of Christmas Craft Fair
- Upgrades to attic insulation
- Commissioning of external organisational review with PINTA consultants
- Participation in LGBT awareness week and raising of Rainbow flag at WGF
- Development of Strategic Plan 2024- 2026
- Staff team day events – June and December 2023
- Establishment of Income Generation Sub-Group of the Board
- Developing links with Amadiya Women's Network
- Developing links with Our Lady of Good Council School



## 2. Westgate Core Services 2023

### Westgate Daycare Service

**Purpose of Service:** The purpose of Westgate Daycare Service is to provide a high quality affordable daycare facility to older people living in Ballincollig and surrounding areas, including: Ballincollig, Bishopstown, Glasheen, Ovens, Coachford and Blarney.

The Key Objectives of Westgate Daycare Centre are:

- To foster social interaction
- To prevent loneliness and social isolation
- To provide respite care for families
- To maximise independence
- To foster a stimulating programme of activities based on client feedback
- To provide education and training programmes that support the development of staff potential, promote the identification of individual abilities and enhance service performance
- To liaise with members of the primary health care team
- To foster links with other organisations in the community

### Daycare - Key services indicators 2023

- 4175 daycare places allocated: 3392 attended
- 13 Staff members (5.4 WTES)
- 20 + Activities/Entertainments on offer per week
- Daily Morning Coffees/Scones for all clients
- Daily Midday freshly cooked meals for all clients
- Transport service to and from Daycare for clients



## Key Developments 2023

- Continued training and development for Daycare Staff team
- Introduction of daily morning check in of staff team with Nurse Manager
- Daily case-management awareness raising
- Mandatory training schedule that includes fire training, manual handling, CPR/AED, first aid, dementia awareness, elder abuse and infection control
- Implementation of Retainer Fee for Daycare service
- Involvement of volunteers in Daycare entertainment programme
- Further updating and development of Westgate Daycare policies and procedures
- Further promotion and bedding down of a culture of safety, identifying risks, giving feedback to staff who report concerns and having a just, fair and no-blame culture
- Strengthening of spirit of teamwork within the Daycare staff team

## Key Challenges 2023

- No activities coordinator – continued difficulties in filling the post due to rates of pay and part-time nature of the position.
- Ongoing staffing challenges with no spare capacity for sick leave and holiday cover
- Reliance on the CE programme -leading to the organisation having a high staff turnover .

- CE staff contracts expiring resulting in loss of trained and experienced staff
- Increased complexity of need amongst client applicants – leading to increased staffing pressures
- Nurse manager job sharing position dependent on just one person covering the post (due to extended sick leave situation)
- Risk management challenges of catering to the needs of an ever increasing number of clients with complex and high dependency needs
- Maintaining an adequate staff /client ratio
- Significant risks associated with dysphagia and mobility issues
- Ensuring that all staff are properly trained and supervised for the responsibilities that they are undertaking
- Ensuring the right skills mix when rostering staff

## Key Priorities Westgate Daycare 2024

- To return to full service in Daycare .
- To promote team work and inclusion of everyone .
- To continue the culture and mission of Westgate of respect, equality, honesty, fairness and kindness.
- To continue to improve the quality of care and service for clients.
- To continue with the development of policies and procedures
- To recruit more CE staff
- To recruit an activity coordinator to ensure a varied engaging programme of activities
- To encourage feedback from staff and clients on services provided
- To continue the staff appraisal system .

- To continue with clients care plans including personal evacuation emergency plan.
- To ensure that all staff are trained in Fire Warden training
- To encourage feedback from staff and clients on services provided
- To prepare for HiQA regulations .
- To engage with other services in Ballincollig for fundraising and support
- Explore staff and clients' interests, hobbies, skills, strengths and create a list for improved diversity.
- To ensure all staff have their mandatory training completed
- To continue to be vigilant with regards to fire evacuation and infection control including sanitising, hand hygiene, cough and respiratory etiquette
- To ensure all staff are trained and familiar with operation of hoists, clients supervision and general care .
- To ensure all staff are aware of health and safety measures including safe transferring and handling practices
- To continue staff meetings
- To have effective communication across all systems and ensure honesty and trust at all levels.



## Westgate Transport Service



### Purpose:

- To transport daycare clients safely to and from their home
- To provide a meals on wheels service to wider Ballincollig, Bishopstown and Coachford areas.
- To provide transport support for members to access Westgate SARG programmes
- To ensure that all vehicles are fully compliant with Road Safety Authority standards.
- To ensure all drivers have adequate training and are fully compliant with CPCs (where required)
- To provide assistance in other departments when requested

## Key Service Indicators 2023

- 5184 Client Transport Places provided in the year
- 9963 number of meals delivered to the community (including coordination of volunteer driver deliveries)
- 35,326 miles covered in 2023
- Total Transport Expenditure inclusive of Diesel, Repairs and Tyres €25,285.10
- 8 Staff employed on Transport ( 4 WTE)



## Key Developments 2023

- Donation of a fully adapted wheelchair car for use on our routes
- Recruitment of part-time driver to the service with full class D licence
- Meetings throughout the year with Daycare, MOW and SARG services that enhanced overall coordination
- Funding generated and order placed for purchase of a new bus in summer of 2024
- Increased number of volunteer musicians and entertainers

## Key Challenges 2023

- The challenge of operating an ageing fleet with associated escalating maintenance and repair costs rises year on year
- Increasing mobility issues affecting our older clients poses health and safety challenges in some cases for transfer to and from buses

## Key Priorities 2024

- Resume service to full 5 day week capacity
- Source funding to increase driver core staffing numbers
- Secure funding for purchase of second new bus and thereby reduce transport running costs.
- Continue to welcome and support our volunteer drivers
- Strategic planning of our transport service to ensure long term sustainability and viability of the service.

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## Westgate Catering Services:

### Purpose:

The purpose of Westgate Catering service is:

- To provide quality home delivery meals to older people living in Ballincollig and surrounding areas
- To provide nutritious in-house main meals and morning and afternoon light snacks to clients of Westgate Daycare service
- To cater for social functions held in Westgate Foundation
- To provide hospitality for Westgate Foundation Social and Active Retirement Group weekly meetings and classes

### Key Developments 2023

- Delivery of gift parcels from Food Cloud to MOW clients at various times throughout the year.
- Delivery of Blankets of Hope to MOW clients made and donated by Cork Cancer Support Group
- Preparation of Christmas Dinners for isolated older people, delivered by the Community Gardaí
- Purchase of new Combi-Oven with support from the HSE

## Key Service Indicators 2023

- The total number of meals provided in this year was 13,355. (MOW 9963: Daycare 3392)
- Total numbers of MOW clients this year averaged between 60-70.
- Staffing: 3.2 WTEs
- Catering for 12 Social Events
- Weekly hospitality for Art, Drama and Bowling Club
- Positive feedback from service evaluations

## Key Challenges 2023

- Serious staffing challenges in the second half of the year due to staff illnesses and consequent very low staffing
- Sustaining morale for a very hard working team who continue to receive flat rate low pay

## Key Priorities 2024

- Sustain and maintain our catering numbers
- Keep to the quality and safety standards we have been accustomed to
- Continuous improvement of our services
- Maintain good connection with our clients and continue to look for service user feedback
- Maintain good relations with our suppliers and food providers
- Maintain clear communication with all departments
- Continue to have all admin work and accounts up to date
- Operate in a the most cost effective way possible without compromising on quality



## Westgate Sheltered Housing



## **Purpose of Service:**

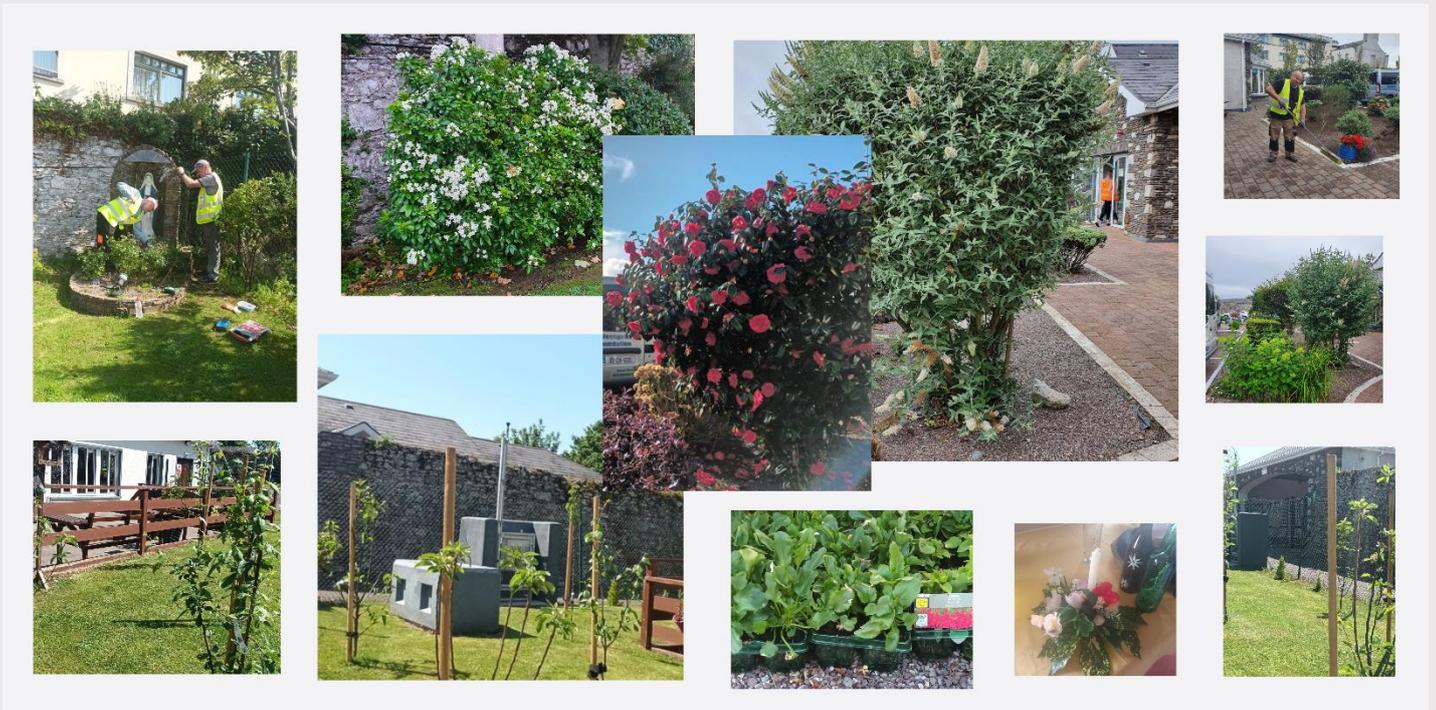
Westgate Sheltered Housing project provides quality, affordable and accessible housing to older people who are in need of accommodation. These houses are available to older people who may wish to move from their own private residence to a sheltered accommodation setting, older people on the Cork City Council housing list and older people in need of transitional accommodation.

## **Key Purpose/Responsibilities of Westgate Sheltered Housing Project**

- To provide quality, affordable and accessible housing for older people
- To liaise with Cork City Council in the provision of Social Housing and Transitional Housing for older people
- To provide key money housing to older people wishing to avail of secure low maintenance living accommodation
- To provide housing, maintenance and security supports to our residents

## **Department Staffing Levels 2023**

- Housing Manager (0.5 WTE)
- Maintenance Manager (0.25 WTE)
- Maintenance Staff (1.5 WTE)
- Security Manager (1 WTE)
- Security Staff (2 WTE)
- Security Relief Cover



## Key Services Provided 2023

- Ongoing support for residents of 36 houses in Westgate facility
- Safe carrying out of necessary repairs to all properties throughout the year
- Maintenance of Westgate Foundation grounds and facilities
- Informing residents of services and supports available to them
- Installation of giant Christmas trees in courtyards during Christmas 2023
- Inspection of fire equipment in all properties
- Christmas gift giving to all residents by children from Scoil Barra school
- Night time and weekend security all year round
- Provision of MOW to all residents requesting the service
- Weekly housing checks by Housing manager
- External safety and hygiene inspection of all properties
- 4 new residents welcomed to Westgate in 2023
- Development of links with ALONE to offer added support to some residents

## Key Challenges 2023

- Issues with ventilation in some houses
- Challenges in conveying to some residents the importance of keeping their homes ventilated
- Costs of replacing storage heaters and the need for longer term planning around efficient energy systems for our housing facility
- Increased energy costs impacting some residents usage of electricity and heating
- Securing timely nominations and Garda Vetting for Cork City council referrals
- Responding in a person centred way to the individual concerns and issues impacting residents
- Finding the right balance between being a supportive landlord and managing tight expenditure budgets
- Advance notice from long serving and much valued Housing Manager that she will be leaving in 2024

## Westgate Sheltered Housing Project Priorities 2024

- Recruitment of new Housing Manager
- Ensuring safety at all times for residents and staff
- Continue with weekly resident check-ins and documenting these
- Ensuring repairs are carried out based on their urgency
- Continuation of external health and safety housing inspections and developing a clearer remit around these
- Ensure all houses are registered with RTB
- Budget planning and sourcing funding for replacing storage heaters
- Complete Stock Condition Survey
- Tenancy Handbook to be developed
- Complete Annual Application for Transitional Accommodation grant
- Complete Annual Return to the Housing Agency
- Secure increased funding from Cork City Council

## Westgate Social and Active Retirement Programme (SARG)



### Purpose

The purpose of Westgate Foundation SARG programme is to provide an enjoyable, stimulating and broad range of social activities for active older people living in Ballincollig and surrounding areas

## Key Service Indicators 2023

- Choir, art, drama and computer classes held weekly for 30 weeks of the year
- Social Group meetings held twice weekly for 44 weeks of the year i.e. 88 meetings catering to 10-18 people per session
- Westgate Bowling club weekly session all year round
- Increase in participation across all social group activities – up to 130 people attending per week
- 20 hrs per week staffing (0.5 WTE)
- Seasonal night time social events including Easter, mid-summer, Harvest and Christmas music and dining events.
- Continued support from ETB for tutor hours for Art and Drama

## Key Developments 2023

- New members joined the social activities programme
- Compilation of Annual Social Calendar to all members in January/February 2023
- Membership reaching its highest point in years – 131 paid up members in 2023.
- Participation in Cork Lifelong Learning Festival – April 2023
- Continuation of partnership with Marina Gym
- Welcome to new art tutor
- Invitation received to participate in the Amadiya Women's Network celebration event
- Information talks from ALONE
- Participation in Older People and Technology Arts project
- Outings to Chapel Gate café
- 2 summer outings
- 12 Evening/Afternoon social events
- Roll out of Afternoon Tea event



## Westgate Social and Active Retirement Group: Key Challenges 2023

- Sourcing transport for all required activities due to driver shortage
- Service completely reliant on Social Activities manager with no back up in place
- Health and Safety challenges with transporting less mobile clients to and from Westgate Foundation and ensuring their safety during activities

## Westgate Social and Active Retirement Group: Key Priorities 2024

- To provide good support and back up to our Social Activities manager
- To develop adequate administration systems for tracking the costs of the service and also the key metrics of the operation and development of the service.
- To continue to ensure that members have ample opportunity to offer feedback and suggestions for the ongoing development of the programme
- To link more with other Senior Social and Friendship Groups
- To put in place an annual calendar of social events for the year
- To strive to provide transport for all social activities where needed



## Pobal Senior Alert Scheme (SAS) at Westgate Foundation

The Scheme is funded by the Department of Rural and Community Development via Pobal with equipment made available through community, voluntary and not-for-profit organisations registered with Pobal under the SAS.

In 2023 Westgate Foundation facilitated 123 people within the community to access personal alarms. These are a vital resource in safeguarding older people, particularly those who live alone. Information on our Personal Alarm Scheme can be accessed through contacting Yvonne at 021-4873648 or by email to; [yvonne.sas@gmail.com](mailto:yvonne.sas@gmail.com)



### **3. Westgate Support Services**

#### **Westgate Foundation Community Employment Scheme:**

##### **Purpose**

To provide quality employment and training opportunities for adults aged 21 to retirement age seeking to return to the workforce. Participants must be eligible under Department of Social Protection (DSP) criteria.

All participants must engage in training throughout their time on CE: - this can be either work related training (to enhance the role that participants are employed to do) or/and the participants can also access training that will improve their employment chances when finished on the scheme.

The CE Supervisor supports the participants to explore their training options and job options during their time on the scheme. The CE Supervisor works closely with the DSP and the scheme is monitored on a regular basis by the DSP Community Development Officer (CDO)

##### **Key Service Indicators 2023**

- Employment of an average of 18 CE staff throughout the year
- 1 CE Supervisor (1 WTE)
- 1 CE Admin Assistant (0.5WTE)
- 8 In-house services supported through CE staff
- 14 Training Courses completed by CE staff throughout the year
- 4 sponsor group meetings held

## Key Developments 2023

- Completed audit of scheme's finances
- CE Sponsor sub-group meetings held 4 times throughout the year
- Positive outcomes to Financial Monitoring and Training Monitoring Reviews by the DSP
- CE supervisor working from home one day a week to allow for dedicated admin time
- Strong team working between CE Supervisor and CE admin assistant
- Strong organisational support for CE scheme from sponsor group and senior management team
- CE supervisor regular participation in CE Supervisor Network
- Positive, clear and supportive working relations between Westgate CE Scheme and DSP
- CE Supervisor lead role in support and coordination of Westgate Foundation Reception team
- CE Supervisor undertook Training Needs Identification Module

## Key Challenges 2023

- Significant recruitment challenges with continued trend of falling CE participation rates
- Significant time and administration involved in recruitment process with very low return
- Additional in-house duties undertaken by CE supervisor including reception team management
- Low motivation within CE team to avail of training and progression opportunities
- Significant administrative workload attached to CE supervisor role.

- Over reliance on CE staff for highly responsible roles due to core staffing shortages
- Decline in materials fund budget due to low levels of CE staffing  
This leads to higher core outlay from Westgate funds for cleaning and hygiene supplies
- The support needs of some participants are complex and fall outside the range of the CE supervisors skills and qualifications – there are no additional/specialised resources available through the DSP to support CE supervisors in dealing with these issues
- Training modules in short supply due to training providers ceasing to offer modules due to low take up

## Key Priorities 2024

- Ensure all staff have completed mandatory training in Fire Safety and Manual Handling, Child Safeguarding (Children First) and Safeguarding Vulnerable Adults
- To optimise recruitment of all CE positions at Westgate Foundation
- Ensure all CE staff well supported in Westgate
- Fulfil all DSP scheme requirements
- CE supervisor to complete Training Development module
- CE supervisor to source other areas of training
- To manage all administration and financial administration of the scheme with efficiency, accuracy and transparency so as to ensure continued funding for the scheme
- To continue to network and develop working relationships with training and employment providers
- To continue to support all the participants to a successful employment placement post on completion of their CE employment
- To continue to network with other CE supervisors

## Training undertaken by CE participants 23-2024

COURSE TITLE	LEVEL	AWARDING BODY	NO.PARTICIPANTS	MINOR AWARD	MAJOR AWARD
Business Management	6	QQI	1	✓	
HR Management	6	QQI	1	✓	
Bookkeeping	5	QQI	1	✓	
Information & Administration	5	QQI	1	✓	
Reception & Front Office Skills	5	QQI	1	✓	
Care Support	5	QQI	2	✓	
Care Skills	5	QQI	1	✓	
Patient Moving & Handling		Industry Certificate	1		
First Responder		Industry Certificate	1		
Manual Handling		Industry Certificate	2		
D Licence Driving Lessons		Non Certified	1		
Interview Skills & Training		Non Certified	1		



## Organisational Infrastructure

A number of other key departments and functions make up the organisational infrastructure necessary to sustaining and developing the core services at Westgate Foundation.

These are as follows:

- **CEO Office:** with responsibility for overall day to day operations, HR, funding, finance and strategic management of the organisation. This office is staffed by a full time CEO (1 WTE) a part-time Deputy CEO (0.1 WTE) and an administrative assistant (0.25 WTE), who also administers the Pobal Senior Alert Scheme. The workload on the CEO is unsustainable and requires operational management support
- **Accounts Department:** This department is responsible for administering all of the financial transactions of Westgate Foundation and for developing fit for purpose, transparent and effective systems for day to day fiscal good management within the organisation. Staffing levels in 2023 were an Accounts Manager (0.5 WTE), 2 Accounts Administration Assistants (1 WTE – up to mid 2023). Having 1 WTE Accounts Assistant greatly enhances the capacity and functioning of the accounts department
- **Maintenance Department:** Westgate Foundation Maintenance Department is responsible for all repairs, remedial works and upkeep of the Centre building, Westgate Sheltered Housing project and the grounds of Westgate Foundation. This is a vital organisational function and in 2023 163 Housing Repairs and 158 Centre Repairs undertaken. Total repairs 2023 was 321. The grounds of Westgate provide the first impression of what Westgate Foundation is all about and the way in which it is run. Great credit is due to the Maintenance team for the very high standards of pride and care that is consistently projected in the maintenance and upkeep of our grounds and facilities.
- **IT and Systems Maintenance and Digital Communications:** The IT manager's role involves ensuring the effective running of all of our IT equipment, the development and maintenance of effective IT systems throughout the organisation and the development and promotion of digital technology as a support to communications throughout the organisation. Key developments in this area throughout the 2023 included: Continued development of Westgate Foundation Digital TV channel to promote greater connection with our members at home. Inclusion of 23 members in Westgate Demand for Digital Programme that offers support to older people to access digital technology at home. Installation of Anti-Virus PC in Store Room to safeguard against Ransomware attacks, Development of Social Activities brochure and installation of new PCs and printers in departments where upgrades were needed. Hands on support for staff team in accessing and undertaking mandatory HSE training. Continued trouble shooting of all IT systems and equipment across the organisation. Ongoing lead out of Westgate social media profiling

- **Security Department:** Westgate Foundation Security team provide 365 day per year overnight (8.00pm – 8.00am) Security Cover, 5 day week Evening Security (4pm – 8pm) and also all round weekend cover. This service ensures that the Centre facility is kept secure and operational at all times and also that the residents of Westgate Sheltered Housing facility have on site support in the event of any emergency occurring. The Security team provide a vital source of both physical and psychological security for our residents. Westgate Foundation employs one Security Manager (1 WTE) and 3 Security Officers (2 WTE) and also operates a relief panel. In 2023 one longstanding member of the team reduced their working hours, creating a part-time post for a member of our relief security panel.
- **Housekeeping, Hygiene and Sanitising Teams:** The Housekeeping, Hygiene and Sanitising teams play a vital part in maintaining the overall centre facility ensuring that it is clean and well presented at all times and that proper hygiene standards are upheld. One of our staff members plays a key role in overseeing the décor of our centre and ensuring a vibrant, clean and welcoming facility for all. (0.25 WTE).  
Staffing in 2023 was provided by a 3 person team (1.5 WTEs) team. This team continued to provide dedicated sanitising roles throughout 2023 also.
- **Reception Team:** Westgate Foundation reception team plays a vital part in the organisation in being the front of house first line of contact for everyone entering the organisation. This team also respond to all telephone queries and also provide essential administrative support to other staff teams within the organisation. In 2023 Westgate Foundation directly employed 0.5WTE and 0.5 WTE on CE. This level of cover is inadequate to fully staff the reception team and the CE supervisor and other staff members have exercised great commitment and flexibility in ensuring that there is always sufficient front of house cover and in always ensuring a very warm and courteous welcome to everyone coming to our centre.

## 4. Key Organisational Developments and Challenges 2023 and Priorities 2024

Key Developments 2023	Key Challenges 2023	Priorities 2024
Continued operation of all of Westgate Foundation services to the optimum levels of quality and safety	Recurrent and consistent staffing challenges due to very low levels of CE intake and inadequate funding levels to directly employ the required quota of staff to ensure consistency of quality and safety	To secure an increase in HSE core funding that will enable Westgate Foundation to directly employ the quota of staff needed to properly operate and develop our services
Positive and constructive engagement with the HSE on advocating for the need for increased core funding	Lack of any firm quantitative commitment to increase in core funding levels	To continue to engage constructively with the HSE to secure sufficient funding to secure all aspects of the organisation's work. In particular to advocate for the resources necessary for the provision of quality services and the provision of proper pay and conditions for the staff team.
All services running to full capacity with the exception of Westgate Daycare which continued to operate for 4 days per week for 2023	Divergency between Daycare client allocations numbers and client attendance numbers due to volatile circumstances including: illness, respite, weather conditions – all of which significantly impact older people's lives and capacity to attend	To continue to offer 25 places a day in our Daycare services and to support and encourage our clients to attend through offering a welcoming, warm and engaging environment for them.  To resume 5 day week Daycare Service
Continuation of Social and Active Retirement Programme (SARG) including: Weekly Social Groups, Art, Drama, Computers and Choir and bi-monthly social events. Increased membership in SARG	Having inadequate transport staffing and vehicles to offer transport for all of our SARG activities and events	To continue to support our members, clients and service users to avail of an enjoyable and engaging programme of activities and to encourage the input and feedback of members in further developing programmes
Continued roll out of Westgate Foundation Demand for Digital and Adapt and Respond Programmes (funded through Comic Relief Funding)	Recruiting members to our in-house digital TV team	Further development of our Digital TV and Demand for Digital Programmes
Continuation of partnership with Marina Elite Gym with the participation of 10 older members in weekly gym sessions	Sustaining transport to and from the gym with driver shortages	To further develop the partnership with elite gym and encourage the participation of more members
Support from Tony and Shelley Murray in organising a golf classic for Westgate Foundation that raised over 6k	Promoting the golf classic and securing greater team participation	Continue to develop productive mutually supportive partnerships with local groups and to work with Tony and Shelley in organising another golf classic in 2024

<p>Securing a proportional pay rise for all Westgate Foundation directy paid staff.</p>	<p>Continue to secure the funding levels needed to implement an annual incremental pay award system.</p>	<p>To continue to engage with the HSE in securing adequate levels of core funding</p> <p>To secure funding from the HSE to meet the costs of the WRC pay award</p>
<p>Continued funding support from the HSE and DSP that enabled the continuation of services and safeguarding of jobs.</p>	<p>Core funding levels continue to fall short of salary and essential running cost expenditure</p> <p>Over-reliance on CE staff to sustain services.</p>	<p>Continue to work in partnership with core funders in complying with all funding requirements and in seeking to source adequate core funding to sustain our services into the long term.</p>
<p>Supporting our staff team in undertaking their roles and providing a work environment that is supportive and enjoyable for staff to work in</p> <p>Hosting Westgate Annual Team Day 2023</p>	<p>Heavy staff workloads in some departments and the associated challenges of avoiding burnout and demoralisation</p> <p>Pressures around securing sufficient staff cover particularly during peak holiday times and staff sick leave periods</p>	<p>To continue to foster a whole team approach throughout the organisation, to continue departmental team meetings and to host an annual whole team event again in 2024</p> <p>To develop enhanced systems for staff support, review, motivation and well-being.</p> <p>To source funding to invest in staff training and developments</p> <p>To lobby for sufficient core funding to ensure that our staff team are assured good working conditions</p>
<p>Agree implementation plan of all Westgate Foundation updated policies and procedures</p>	<p>Finding ways of disseminating policies and procedures that are not going to overwhelm staff members both in terms of content and time required to undertake implementation</p>	<p>Review and further work on Policies and Procedures implementation plan</p>
<p>5 meetings of the Board of Directors throughout the year and ongoing support from the Board and officers of the Board.</p> <p>Recruitment of new board member with legal background</p> <p>Change of officer – appointment of new Chairperson, Vice Chairperson and Vice-Treasurer</p>	<p>Recruiting new board members and a lot of responsibility falling on existing board members</p> <p>Significant time involvement put on officers of the board – particularly with participation in sub-committees</p>	<p>Continue schedule of bi-monthly board meetings throughout the year and also scheduling of regular sub-committee meetings.</p>

Establishment of Income Generation Sub-Group of the board		
Undertaking of external organisational review and strategic planning process	Significant work to be done in implementing new strategic plan	Development and implementation of 2024 Business plan based on overall strategic plan 2024 -2026.  Review of 2024 business plan at year end and development of 2025 Business Plan
Hosting Westgate Foundation AGM 2022 and approval of Financial Statements and Annual Reports 2022	Increased demands on a voluntary board of directors in complying with regulatory requirements	Identify and implement strategies for finding additional board members.  Host 2023 AGM  Identify and put in place strong training and support infrastructure for board of directors
Continued work on development of effective systems within accounts department including the provision of up to date management accounts to the Finance sub-committee and the board.	Ensuring continued training for accounts support staff.  Ensuring adequate staffing of the accounts department.	To continue to update and streamline financial systems and procedures within the organisation  To undertake operational and systems review of Accounts Department with a view to identifying resources needed  To ensure accounts department adequately staffed at all times
Engagement with Yellow Harbour on Income Generation support	Significant challenges in securing funding for core operational costs	To continue to work with Yellow Harbour to May 2024 and to undertake impact review at end of contract term
To continue to listen to, act on and encourage client, service user and member feedback	Finding effective ways of eliciting honest service user feedback on impact and effectiveness of our services	To continue to explore and develop ways of enhancing service user/member/client feedback and input into the design and planning of our services
Implementation of rigorous in-house Fire Safety Training measures and regular fire evacuation drills.	Ensuring continuity of fire safety training across the board	To continue to develop and implement robust fire safety procedures throughout the organisation.

## Volunteer Contribution to Westgate Foundation

Volunteer participation is an integral part of the work of our organisation and during 2023 we benefited from the weekly and monthly contribution of 24 volunteers in our MOW service, daycare, reception, evening security team and Board. It's very important that volunteers are supported, encouraged, appreciated and given proper guidance and supervision in their roles.

A key challenge for Westgate Foundation as an organisation is to find the internal resources to properly coordinate support for volunteer engagement – given the already overstretched workloads of many current staff members.

## Funding and Fundraising 2023

The total cost of running Westgate Foundation in 2023 was just over €1.2million. It takes significant work and time to generate and sustain this funding level. The key sources of funding for the organisation in 2023 were as follows:

### Grant Funding and Fundraising Income 2023

<b>Core Funding 2023</b>	€
Department of Social Protection CEP Programme:	<b>348,943</b>
HSE Section 39 Grants	<b>591,245</b>
Cork City Council	<b>33,856</b>
<b>Total Core Funding</b>	<b>974,044</b>
<b>Once Off Grants and Fundraising 2023</b>	€
Bons Secours Hospital Fund (Bus Upgrade funding)	<b>15,000</b>
Hospital Saturday Fund (Bus Upgrade funding)	<b>3,000</b>
O Flynn Construction Sponsorship (Bus Upgrade Fund)	<b>10,000</b>
Bishopstown Rotary Club	<b>4,890</b>
Golf Classic (Bus Upgrade Fund)	<b>5,827</b>
Micheal O hAodain Marathon Run (Bus Upgrade Fund)	<b>1,018</b>
Christmas Easter Raffles	<b>3,060</b>
Cork City Council	<b>5,000</b>
<b>Total Funding and Fundraising Income</b>	<b>47,795</b>

**The balance of revenue for 2023 was generated from service income with some donations also received.**

Full details of the organisation's funding and finances can be seen in the audited Annual Financial Statements 2023 which accompany this report.

Essential support was also received from the ETB in the form of 132 tutor hours which enabled the provision of a broad spectrum of courses including art, drama and music.

Securing funding requires significant amounts of administrative time in meeting both application and reporting requirements.

Westgate Foundation is very fortunate in having long standing and supportive relationships with its key funders: the HSE, DSP, ETB and Cork City Council.

These agencies are consistently helpful in their approach to WGF and the key personnel within these agencies show on-going interest and good will towards our work. It is very important for the sustainability of Westgate Foundation that a positive partnership with these agencies continues to be nurtured and further developed.

A number of discussions were held in 2023 with the HSE to address the ongoing issue of inadequate core funding levels for the organisation. Progress on these was significantly enhanced by the production of an external organisational review and strategic plan, compiled by PINTA consultants and commissioned by the Board of WGF with part-funding from the HSE. In late 2023 the HSE accepted in principle the findings of the PINTA report which identified a very significant gap between core funding received and core funding required to effectively operate services.

Work will continue into 2024 on securing the core funding needed as a priority organisational and sustainability issue that has to be addressed. This will include engagement with Cork City Council on securing a budget to operate our social housing facility.

The sustainability challenges associated with our inadequate core funding levels are as follows:

(a)The need for increased section 39 funding to (i) guarantee sufficient staffing levels required to operate quality services (ii) to assure good quality employment conditions for staff and (iii) resource the administrative and maintenance overheads of running the organisation.

(b)The need for corporate sponsorship and once off funding to resource the upgrade of Westgate Foundation transport fleet.

©The need for a dedicated budget for staff training and development to ensure optimal quality of service for our clients, residents, service users and members.

(d)The need to ensure sufficient budgets for the ongoing maintenance and overheads of Westgate Centre and Sheltered Housing facility.





## 5. Quality Control, Legislative and Policy Context

Westgate Foundation is committed to the highest standards of excellence and good practice in the way that it conducts its business and relates to its stakeholders. The Board of Directors, CEO, Deputy CEO and Management Team are responsible for ensuring that quality standards and good governance prevail across all of the work of the organisation and that Westgate Foundation is compliant with all relevant statutory legislation, policies and regulations.

The following tables set out key areas of quality control and organisational governance/ compliance undertaken in 2023 and key priorities for 2024.



## Quality Control Measures 2023

Service Area	Quality Control Measures
<b>Daycare Service</b>	Fully trained and qualified staff
	Mandatory training and up-skilling schedule in place for all staff
	Safe client -staff ratios
	Personal alarms for vulnerable clients
	Adherence to national policies on consent and safeguarding vulnerable adults
	Regular Handwashing Training for all staff
	Regular Dysphasia Training for all staff
	Updating of departmental policies and procedures
	Ongoing infection control vigilance and measures
	Daily early morning team briefings with Clinical Nurse Manager
	Annual Registration of all nurses with Bord Altranais
	Risk Assessment system and procedures in place
	Ongoing risk assessments in place
<b>Transport</b>	95% RSA compliance rating
	Multiple vehicle safety and internal safety systems and procedures in place
	Safety footwear and clothing protocols for all drivers
	Rigorous driver training and safety checks in place
	Regular team meetings emphasising safe driving and safe vehicle practices
	Transport manager a qualified RSA CPC trainer
	Risk Assessment systems and procedures in place. Ongoing risk assessments conducted
<b>Security</b>	CCTV Monitoring System in place
	Man down alarms and External Call Alert system for night time security staff
	Working alone policy developed
	Holiday relief cover in place
	Training undertaken by Security staff on Working Alone risk management
<b>Social Activities</b>	Adherence to national guidelines on consent and safeguarding vulnerable adults
	Falls prevention awareness training put in place for social group members
	Social group continuing to meet over two days (Tuesday and Thursday) to safely regulate attendance numbers
	Risk assessments undertaken for social and external events
<b>Catering</b>	All staff HACCP trained and all work of the department HACCP compliant
	All food provenance monitored and recorded
	All community catering meals labelled with ingredients details
	Client feedback systems in place
	Purchase of new high-spec oven

<b>Sheltered Housing Project</b>	<p>Year round on site night time security personnel</p> <p>All residents registered with the PRTB (Private Residential Tenancies Board)</p> <p>Annual monitoring of fire alarms and fire protection equipment</p> <p>Weekly check in by housing staff with all residents</p> <p>Year round high standard maintenance of Westgate Foundation grounds and facilities</p> <p>Commissioning of engineers report to identify causes of dampness in some houses</p> <p>Follow on insulation of corner areas of all houses</p>
<b>Overall Organisation</b>	<p>Health and Safety Oversight Group structure in place to oversee implementation of tight Health and Safety protocols across the organisation</p> <p>Annual Updating of Health and Safety Statement</p>
	<p>Rigorous Fire Safety Training systems introduced for all staff and further development of fire warden and building fire warden training an upskilling.</p> <p>8 fire drills undertaken in 2023</p>
	Continued operation of dedicated sanitising teams
	Managers Team Meetings 4 times per year
	Weekly meetings between Chairperson and CEO
	Weekly meetings between CEO and Deputy CEO/Accounts Manager
	Regular scheduled meetings of Finance Sub-Committees of the board. Minimum 4 meetings each per year
	Meetings on a required basis of HR sub-group
	Bi-monthly service update report issued by the CEO to the whole staff team
	Regular CEO Update report issued to board
	Regular communications updates/memos issued by CEO and Deputy CEO to whole staff team
	CEO 1:1 meetings with Managers team x 2 yearly
	Annual Financial Statements prepared by external auditor
	Annual AGM and presentation of Annual Report and Accounts to members
	Strict internal protocols in place around handling and recording of financial transactions
	Implementation plan for roll out of all policies and procedures
	Monthly external supervision in place for CEO
	Scheduled meetings of CE Sponsor Committee (sub-group of the Board)
	Upgrade and overall improvement in fire safety policies, procedure and protocols. Training of fire wardens and building fire wardens
	First Aid and ADD/De-Fib Training rolled out for all front line staff working with clients, members and residents

## Key Quality Control Priorities for 2024 include:

- A. Roll out of Policies and Procedures Implementation Plan
- B. Maintenance of all current systems and standards
- C. Continuation of Health and Safety Oversight Group Structure
- D. Compliance with all statutory requirements
- E. Implementation of Westgate Foundation Strategic Plan actions and Westgate Foundation Business Plan 2024
- F. Greater investment in staff training and development
- G. Ensuring all staff complete all mandatory training requirements
- H. Review of Accounts Department Operational Systems and Resourcing Needs

<b>Governance/Compliance Actions 2023</b>	<b>Priorities 2024</b>
5 Board of Directors Meetings held in the year	Board of Directors Meetings to be convened bi-monthly  Ensure adequate training and support for Board of Directors
4 meetings of finance sub-groups of the Board: 4 meetings of CE Sponsor Group and 3 HR sub-group meetings 7 meetings of Income Generation Sub-Group	Board sub-group meetings to be held quarterly
Hosting of AGM and presentation of Annual Report and Audited Accounts 2022	Hosting of AGM and Presentation of Annual Report and Audited Accounts 2023
Completed annual return submitted to Housing Agency  Completed online annual return to the Charity Regulator	Completion of all requisite annual returns
4 Health and Safety Oversight meetings held	Health and Safety Oversight Committee meetings to be held quarterly  Consolidation of current fire safety improvement measures and roll out of refresher training for duty fire wardens.
Completed year round requisite returns to the Department of Social Protection	Comply with all DSP Community Employment Scheme requirements

Development of implementation plan for roll out of Westgate Foundation Policies and Procedures	Activate Westgate Foundation Policies and Procedures Implementation plan
Review and Updating of Westgate Foundation Health and Safety Statement	Annual Review and Update Westgate Foundation Health and Safety Statement
Completion of update to all staff contracts and job descriptions	Ensure all staff contracts and job descriptions are kept up to date – annula audit of HR files
Signed Service Level Agreements submitted to HSE, Cork ETB and Cork City Council	Comply with all HSE, ETB and Cork City Council requirements
Maintaining up to date Garda vetting for all new and existent staff and volunteers	Continuing to keep Garda vetting up to date for all staff and volunteers
Continued vigilance in the development and implementation of infection control measures in line with government regulation and public health guidance	Adhering to all required infection control safety measures and regulations
Conducted External Organisational Review	Implement findings of external operational review
Produced Strategic Plan 2024 - 2026	Develop and implement Business Plan 2024 as part of Strategic Plan implementation process





## Conclusion: Plans and Priorities 2024

Each department has identified a number of service priorities for 2024 and these are listed in each department profile in this report.

The organisation as a whole has also identified a number of priorities for 2024 and these are as follows:

- To continue to develop engaging, responsive and participatory programmes and services for all of Westgate Foundation's clients, service users and members
- To continue to focus on quality improvement across all of the organisation's work and to source funding to enable staff to partake in overall quality enhancing training and development.
- To implement Westgate Foundation's Strategic Plan 2024 -2026
- To undertake an upgrade of the heating system in Westgate Housing complex
- To implement the organisation's fully updated set of policies and procedures.
- To continue to support the Board of Directors in accessing the training, information and supports needed to ensure that it can oversee the implementation of good governance across all of the organisation's work
- To continue to invest in supporting and strengthening a whole team approach at Westgate Foundation
- To implement the findings of the Transport Research Report and in particular to purchase a minimum of 2 new fit for purpose vehicles

- To implement the findings of Westgate Foudation organisational review and Strategic Plan aims and objectives
- To develop a strong culture of well-being for clients and staff of WG
- To fundraise for the necessary upgrades of Westgate Foundation’s facilities, equipment and vehicles
- To further develop, improve and strengthen overall organisational systems and processes to ensure the optimal and most efficient use of organisational resources
- To source additional grant aid and corporate funding support to resource all of the above.



In closing this report for 2023 Westgate Foundation wishes to pay tribute once again to the people for whom the organisation was founded and to whom it belongs: the older members of our community. These are the people who make the organisation possible, who justify the work and resources that are invested in it and most importantly of all who bring joy, meaning and inspiration to all connected with the organisation. We wish to express our thanks and appreciation to all of our members, clients, residents, service users, board members, staff and volunteers who were part of Westgate Foundation in 2023. Finally we remember the people we have lost during 2023 and we offer support, sympathy and solace to everyone who is grieving the loss of their loved ones.



Westgate 2023.