



WESTGATE FOUNDATION ANNUAL REPORT 2024



EXCELLENCE IN COMMUNITY SERVICES

Introduction

2024 in Westgate Foundation was guided by the strategic objectives set out in our 2024-2026 Strategic Plan and by our Business Plan 2024.

Key objectives in these plans include:

- A fully funded and sustainable operational model
- Return to 5 day daycare service with sustainable medium growth projections
- Staff frontline service to required and safe levels (as recommended in the operational review)
- Deliver the general staffing positions identified to support the ongoing evolution and growth of Westgate Foundation
- Identify realistic and sustainable participation rates within the CE Scheme
- Expansion of other services(outside of HSE funding)
- Deliver an operational structure to drive the organisation forward
- Develop a detailed Housing Strategy
- Invest in and support staff learning and development opportunities including HR practices to support staff learning and development.

The guiding focus of our work throughout 2024 has been to achieve the critical objective of having a fully funded and sustainable model. Two face to face meetings were held with the HSE at which there was all round agreement that our levels of core funding are not sufficient to sustain the services that we provide. We are stymied however by the lack of power at local level to deliver the funding resources that we need. Intense energy and drive was invested throughout the year on income generation and this delivered for us in once off funding that has enabled us to purchase long overdue buses. It doesn't however alleviate the shortfall in funding for operational costs.

Essentially most of our other strategic plan core objectives rest on achieving this number one goal and huge energy, commitment and drive will need to be invested again in 2025 to secure the funding that we need to run the organisation. This will likely involve having to bring our funding needs to attention at national level and also to mobilise significant support behind us in doing this.

It's frustrating and demoralising to have to find ourselves at such an impasse around essential funding while at the same time the demand for our services continues to grow and the feedback that we receive from our clients, members, residents and the wider community is overwhelmingly positive. The services that we deliver are lifelines in enabling older people to continue to live at home and to thrive within their own community. It doesn't make sense in terms of meeting real needs and operating efficiently that an organisation like ours providing services at such relatively low cost to the state is allowed to continually grapple with being under funded.

In the midst of our funding crisis the organisation still managed to achieve some very high points in 2024 including the purchase of two new buses for our transport fleet and the completion of a major energy upgrade project on our houses. The latter has brought greatly enhanced comfort and cost of living benefits to our residents and has also significantly enhanced the overall sustainability of our housing facility.

We received great support around our bus fundraising drive with significant donations from a number of local businesses, in-house fundraising and the hosting of our Annual Golf Classic.

Our day to day services continued to flourish in 2024 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.

As always our staff team, volunteers and board members proved themselves to be a remarkable team of people with their goodwill, commitment, hard work, generosity of spirit and in many ways their capacity to work wonders on very limited resources. And above all our clients, members and residents continued to support our services and lift our spirits with their enthusiasm, appreciation and encouragement of our work.

The primary focus of our strategic plan and business plan for 2025 will once again 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

Paddy Mc Carthy - Chairperson

Julie Murphy

Julie Murphy - CEO

1. 2024: A Year in Summary

2024 was a year of focussing on achieving the objectives set out in our Strategic Plan 2024- 206 and our Business Plan 2025

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
- ✓ Thriving Social and Active Retirement Group (SARG) membership of 120 members
- ✓ SARG group on Tuesday and Thursday afternoons
- ✓ Weekly sessions of Westgate Bowls club, art group, choir and drama group.
- ✓ Administration of 117 Personal Alarms
- ✓ Lifelong Learning Festival event in April 2024
- ✓ Major Housing Energy Upgrade on all of our 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, Maintenance and Security support to all residents
- ✓ 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
- ✓ Nominated as a main beneficiary of the Rotary Club Christmas Tree appeal
- ✓ Securing significant once off funding for Bus Purchase from: Murane O Shea Construction and Tomar Trust
- ✓ Securing once off funding donation from Bishopstown Rotary Club for Catering equipment and other supplies
- ✓ Commissioning Operational Review of Westgate Foundation Accounts Department
- ✓ Developing Business Plan 2024
- ✓ Development of links with local schools
- ✓ Development of links with Age Friendly Homes Ireland
- ✓ Continued support from Ballincollig Tidy Towns
- ✓ Two meetings with HSE
- ✓ Employment of 18 CE participants
- ✓ Continued support for CE scheme from DSP
- ✓ HSA Inspection
- ✓ EHO Inspection
- ✓ Roll out of information displays and establishment of information resource library at Westgate Foundation
- ✓ Development of structured feedback processes for all of our core services

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 Core services 2024

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 – 117 personal alarms administered during 2024



Westgate Foundation Support Services 2024:

- 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 2024

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



Westgate Foundation Generated Funding 2024:

Service Income:

- Community catering charges
- Rental from social housing programme – rental increase instituted in March 2024
- Daycare clients' fees – fee increase implemented in March 2024
- SARG weekly fees
- Membership Fees
- Room rental fees – increase in take up of room rental 2024

Once Off Grants 2024 including:

- Cork City Council Capital Funding for Daycare Flooring
- HSE Once off funding for Programming and Activities

Key Ongoing Developments 2024

- 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 117 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
- Continued facilitation of student placements for TY and third level students



Key Challenges 2024

- 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 2024 with consequent longer term staffing shortages
- Staffing shortages across a number of departments

Key New Developments 2024

- Purchase of two new buses for our transport fleet
- Westgate Choir, Drama Group and Art Group participation in Lifelong Learning Festival
- Support from new sponsors – see p. 44 for further detail
- Major energy upgrade to Westgate Sheltered Housing facility
- Commissioning of external Accounts Department operational review with PINTA consultants
- Development of Business Plan 2024 as part of Strategic Plan 2024- 2026
- Staff team day events – December 2024
- Establishment of Housing Sub-Committee of the Board
- Developing links with Le Cheile School
- Developing links with Age Friendly Ireland
- Nomination of Volunteer Coordinator and enhanced support structure for Westgate Foundation volunteers
- Design and purchase of name badges for all staff and volunteers
- Roll out of information displays and resource library at Westgate Foundation



No act of kindness, no matter how small, is ever wasted."

2. Westgate Core Services 2024

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
- To foster a spirit of cooperation and teamwork within the daycare team and with all other departments in Westgate Foundation

Daycare - Key services indicators 2024

- 4545 daycare places allocated: 3247 attended
- 14 Staff members (6.2 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
- Daily programme of activities including: Music, arts, crafts, monthly mass, exercise programme, quizzes, crosswords, bingo

Key Developments 2024

- Continued training and development for Daycare Staff team
- Recruitment of Activities Coordinator and roll out of structured activities programme
- Continuation 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
- Continued 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 2024

- 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. Over 50% of daycare clients experiencing dementia.
- 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 2025

- To reach full 25 day per week attendances
- 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 undertake a detailed feedback process with all clients and their family members
- 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 2024

- 4429 Client Transport Places provided in the year
- 11531 number of meals delivered to the community (including coordination of volunteer driver deliveries)
- 40,018 miles covered in 2024
- Total Transport Expenditure inclusive of Diesel, Repairs and Tyres €26,271.46
- 8 Staff employed on Transport (3.5 WTE)

Key Developments 2024

- Fundraising for purchase of 2 new buses for ageing transport fleet
- Meetings throughout the year with Daycare, MOW and SARG services that enhanced overall coordination
- Fully compliant RSA inspection
- Continued maintenance of highest standards of road safety and vehicle upkeep
- Continued vigilance on passenger comfort, safety and driver training and safety

Key Challenges 2024

- The challenge of operating an ageing fleet with associated maintenance and repair costs rises year on year indicating the ongoing need for vehicle renewal
- Increasing mobility issues affecting our older clients poses health and safety challenges in some cases for transfer to and from buses
- Succession planning for transport staffing



Key Priorities 2025

- Resume service to full 5 day week capacity
- Source funding to increase driver core staffing numbers
- Secure funding for continued vehicle renewal over next two years
- Continue to welcome and support our volunteer drivers
- Strategic planning of our transport service to ensure long term sustainability and viability of the service.

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 2024

- Sustained increase throughout the year of uptake of service from older people in the community
- Delivery of Blankets of Hope to MOW clients made and donated by Cork Cancer Support Group
- Delivery of food gifts from Food Cloud to MOW clients throughout the year
- Preparation of Christmas Dinners for isolated older people, delivered by the Community Gardaí
- Purchase of new food mixer and culinary ware with grant from Bishopstown Rotary Club
- Undertaking of feedback survey with all MOW clients, which yielded very positive and instructive feedback on the service

Key Service Indicators 2024

- The total number of meals provided in this year was 14,778. (MOW 11,531: Daycare 3247)
- Total numbers of MOW clients this year averaged between 70-80.
- Staffing: 3.3 WTEs
- Catering for 13 Social Events
- Weekly hospitality for Art, Drama, Social Groups and Bowling Club
- Positive feedback from service evaluations

Key Challenges 2024

- Staffing levels extremely tight and therefore pressurising during holiday and sick leave periods

Key Priorities 2025

- Sustain and maintain our MOW service and respond as effectively as possible to growing service demand
- Maintain well established high quality and safety standards
- 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
- Employ a 0.5 WTE additional staff member to alleviate serious staffing pressures on the Catering team

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 live independently in the following three categories
 - ✓ Emergency housing for older people
 - ✓ Social Housing (nominations from Cork City Council)
 - ✓ Key Money Houses (where money to purchase the Key to the house is paid to Westgate Foundation and the house comes back to Westgate at the end of the tenancy. These houses are generally accessed by older people who may wish to move from their own private residence to a sheltered accommodation setting while living independently and having the support of Westgate as backup)

The age range is 60 and upwards for all strands of housing, (and in exceptional circumstances aged 55 +)

Department Staffing Levels 2024

- 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 2024

- 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 2024
- 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
- 1 new resident welcomed to Westgate in 2024
- Development of links with ALONE to offer added support to some residents

Key Developments 2024

- Departure of long serving Housing Manager
- Recruitment of new Housing Manager
- Major Housing energy upgrade to all houses. Overall project cost €850k with significant grant aid received to offset costs

Key Challenges 2024

- Issues with ventilation and condensation in some houses
- Challenges occasionally in communicating the importance of keeping homes ventilated
- 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
- Change in personnel in key Housing Manager role – managing both the departure of the long serving housing manager and recruitment of the new housing manager. Ensuring sufficient levels of support for outgoing and incoming managers and residents in adapting to the transition.

Westgate Sheltered Housing Project Priorities 2025

- Ensuring safety at all times for residents and staff
- Striving to ensure optimum resident satisfaction with Westgate Housing facility
- 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
- Complete Stock Condition Survey
- Tenancy Handbook to be developed
- Complete Annual Application for Transitional Accommodation grant
- Complete Annual Return to the Housing Agency



Westgate - A
Community
within a
Community



2024

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 2024

- 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 12-20 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 day 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
- Continued weekly attendance at Marina Gym with new members taking up the opportunity to avail of the gym facility

Key Developments 2024

- New members joined the social activities programme
- Compilation of Annual Social Calendar to all members in January/February 2024
- 120 paid up members in 2024.
- Participation in Cork Lifelong Learning Festival – April 2024
- Continuation of partnership with Marina Gym
- Culture night art exhibition, drama and choral performance
- Information talks from ALONE
- Information talks from Community Gardai
- Outings to Chapel Gate café
- 1 summer outing
- 13 Evening/Afternoon social events
- Participation of 60 teams (260 people) in annual bowling tournament
- Average of 120 attendees per week across all SARG activities

Westgate Social and Active Retirement Group: Key Challenges 2024

- 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 2025

- 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 develop intergenerational connections with local schools
- To put in place an annual calendar of social events for the year
- To strive to provide transport for all social activities where needed
- To facilitate social group members to have access to health promotional information and other information of relevance to them

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 2024 Westgate Foundation facilitated 117 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

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) and/or 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 2024

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

Key Developments 2024

- 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 taking lead role in support and coordination of Westgate Foundation Reception team
- CE Supervisor serving as designated member of Westgate Foundation Health and Safety Oversight Group

Key Challenges 2024

- 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
- Difficult personal year for CE Supervisor who continued nevertheless to manage the scheme to a high standard
- Marked improvement in CE employee compliance with essential admin procedures including timesheets, holiday leave and sick leave procedures.

Key Priorities 2025

- 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 source CPD training

- To manage all programme 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 CE participants to access successful employment on completion of their CE employment
- To continue to network with other CE supervisors
- To continue to support the reception team and optimise their access to training opportunities
- To continue to convene regular sponsor group meetings and to ensure good governance of the running of the CE scheme at Westgate Foundation

Training undertaken by CE participants 2024-2025

Course Title	Level	Awarding Body	No. of participants	Minor Award	Major Award
HACCP		INDUSTRY CERT		4	
MANUAL HANDLING		INDUSTRY CERT		14	
PATIENT MOVING & HANDLING		INDUSTRY CERT		1	
CARE SUPPORT	5	QQI		1	✓
WORK EXPERIENCE & COMMUNICATIONS	5	QQI		1	✓
BUSINESS ADMINISTRATION	5	QQI		1	✓
PAYROLL MANUAL & COMPUTERISED	5	QQI		3	✓
WORD PROCESSING	5	QQI		2	✓
RECEPTION & OFFICE SKILLS	5	QQI		3	✓
CUSTOMER SERVICE	5	QQI		1	✓
SUPERVISORY MANAGEMENT	6	QQI		1	✓
LEADERSHIP	6	QQI		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. Currently the CEO is responsible on a day to day basis for HR, day to day governance, funding, operational oversight, compliance, health and safety, risk management, GDPR, support to management team and some front line employees, all matters relating to crisis intervention, convening sub-committees and liaising with the board of directors and key funding agencies and organisational promotion.

- **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 2024 were an Accounts Manager (0.5 WTE), 2 Accounts Administration Assistants (1 WTE). 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 2024 142 Housing Repairs and 145 Centre Repairs undertaken. Total repairs 2024 was 287. 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 2024 included: Inclusion of 21 members in Westgate Demand for Digital Programme that offers support to older people to access digital technology at home; Installation of Anti-Virus software on all PCs; Roll out of HSEland Cyber Security training to all staff computer users; Development of Daycare brochure; 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.
- **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 2024 was provided by a 3 person team (1.5 WTEs) team. This team continued to provide dedicated sanitising roles throughout 2024 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 2024 Westgate Foundation directly employed 0.5WTE and 1.0 WTE on CE. The arrival of two new reception members through our CE scheme in 2024 greatly enhanced our overall team and eased staffing pressures.



4. Key Organisational Developments and Challenges 2024 and Priorities 2025

Key Developments 2024	Key Challenges 2024	Priorities 2025
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 and relevant political representatives 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 2024	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 increase our offer of places to 30 places in a bid to ensure an average attendance of 25 clients per day. To continue to support and encourage our clients to attend through offering a welcoming, warm and engaging environment for them.

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 5 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 5k	Promoting the golf classic and securing greater team participation	Continue to develop productive mutually supportive partnerships with local groups and to work with local supporters in generating funding for Westgate Foundation
Securing a proportional pay rise for all Westgate Foundation directy paid staff. Securing funding from the HSE to cover WRC pay award	Continue to secure the funding levels needed to implement an annual incremental pay award system.	To continue to engage with the HSE in securing adequate levels of core funding
Continued funding support from the HSE and DSP that enabled the continuation of services and safeguarding of jobs.	Core funding levels continue to fall short of salary and essential running cost expenditure Over-reliance on CE staff to sustain services.	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.
Supporting our staff team in undertaking their roles and providing a work environment that is supportive and enjoyable for staff to work in Hosting very successful annual team day in December 2024	Heavy staff workloads in some departments and the associated challenges of avoiding burnout and demoralisation Pressures around securing sufficient staff cover particularly during peak holiday times and staff sick leave periods	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 2025 To develop enhanced systems for staff support, review, motivation and well-being. To support the development of Westgate Foundation Well-Being sub-group To source funding to invest in staff training and developments

		To lobby for sufficient core funding to ensure that our staff team are assured good working conditions
Signing up to Board X to assist with enhanced monitoring of policies and procedures implementation and updating	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	Review and further work on Policies and Procedures implementation plan Embed the use of Board X as a tool for assisting effective governance in Westgate Foundation
5 meetings of the Board of Directors throughout the year and ongoing support from the Board and officers of the Board. Recruitment of new member to Finance sub-group Passing away of our Treasurer Change of officer – appointment of new Chairperson, Vice Chairperson and Vice-Treasurer Establishment of Income Generation Sub-Group of the board	Recruiting new board members and a lot of responsibility falling on existing board members Significant time involvement put on officers of the board – particularly with participation in sub-committees Significant impact of the loss of our very engaged and supportive Treasurer and Board member	Continue schedule of bi-monthly board meetings throughout the year and also scheduling of regular sub-committee meetings. Board Succession Planning
Launch and roll out of Strategic Plan 2024 – 2026 Review of 2024 Business plan and drafting of 2025 business plan	Significant work and resources required for effective implementation of strategic plan Challenge of striving to implement all aspects of 2025 business plan on inadequate core funding	Development and implementation of 2025 Business plan based on overall strategic plan 2024 -2026. Review of 2025 business plan at year end and development of 2026 Business Plan

<p>Hosting Westgate Foundation AGM 2023 and approval of Financial Statements and Annual Reports 2023</p>	<p>Increased demands on a voluntary board of directors in complying with regulatory requirements</p> <p>Loss of two board members in 2024 – one to retirement and one passed away</p>	<p>Identify and implement strategies for finding additional board members.</p> <p>Host 2024 AGM</p> <p>Identify and put in place strong training and support infrastructure for board of directors</p> <p>Convene Succession Planning Workshop</p>
<p>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.</p> <p>External review of Accounts Department operating processes and procedures</p>	<p>Ensuring continued training for accounts support staff. Ensuring adequate staffing of the accounts department.</p> <p>Securing the resources identified by Accounts Dept Operational and Systems review</p>	<p>To continue to update and streamline financial systems and procedures within the organisation</p> <p>To continue to implement findings of Accounts Dept Operational and Systems review</p> <p>To ensure accounts department adequately staffed at all times</p>
<p>Discontinue engagement with external funding support consultancy on the basis of inadequate return on investment</p>	<p>Significant challenges in securing funding for core operational costs</p>	<p>To continue the work of Westgate Foundation Income Generation sub-committee in devising an effective fundraising strategy for 2025</p>
<p>Developing client feedback processes across all services</p>	<p>Finding ways of optimising clients and staff engagement in rolling out feedback processes</p>	<p>To continue to explore and develop ways of enhancing service user/member/client feedback and input into the design and planning of our services</p>
<p>Implementation of rigorous in-house Fire Safety Training measures and regular fire evacuation drills.</p> <p>Excellent external support from local member of Cork Fire Service</p>	<p>Ensuring continuity of fire safety training across the board</p> <p>Major fault with Fire Alarm system in August 2024 that required expensive repair</p>	<p>To continue to develop and implement robust fire safety procedures throughout the organisation.</p> <p>To continue to draw on external support and expertise from Cork City Fire Service personnel</p>

Volunteer Contribution to Westgate Foundation

Volunteer participation is an integral part of the work of our organisation and during 2024 we benefited from the weekly and monthly contribution of 24 volunteers across our MOW service, daycare, reception, SARG, 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 development in 2024 was the assignment of the role of Volunteer Coordinator to one of our staff members. This has significantly enhanced our support, coordination and induction systems for volunteers of our service.



Funding and Fundraising 2024

The total cost of running Westgate Foundation in 2024 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 2024 were as follows:

Core Funding 2024	€
Department of Social Protection CEP Programme:	365,871
HSE Section 39	603,777
Cork City Council	40,378
Total Core Funding	1,010,026
Once Off Grants and Fundraising 2024	
Murnane O Shea Construction (Bus upgrade fund)	10,000
TOMAR Trust (Bus Upgrade Fund)	10,000
Golf Classic 2024 (Bus Upgrade Fund)	5,000
Easter Raffle 2024 (Bus Upgrade Fund)	900
Christmas Raffle 2024	1,953
Bowling Raffle (Bus Upgrade Fund)	1,300
Cork City Council Capital Grant (Daycare Flooring)	10,000
Donations 2024 – General	22,580
Donations and Accrual 2024 – Bus Upgrade	70,980
Total Funding and Fundraising Income	1,142,739

The balance of revenue for 2024 was generated from service income.

Full details of the organisation's funding and finances can be seen in the audited Annual Financial Statements 2024 which accompany this report.

Essential support was also received from the ETB in the form of 176 tutor hours which enabled the provision art, drama and music classes.

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.

Westgate Foundation received a 33% increase in its core funding from Cork City Council in 2024 which was a significant boost to the operation and sustainability of our Housing Project.

The organisation also benefited from a major energy upgrade project completed on all of our houses in November/December 2024. This project was mainly grant funded through energy grants secured on our behalf by SE Systems. The overall cost of the project was €850000 with direct costs to Westgate Foundation coming in at €39,800

A number of discussions were held in 2024 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 2025 on securing the core funding needed as a priority organisational and sustainability issue that has to be addressed.

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 continued renewal of our ageing 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.

(e) The need to undertake a Stock Condition Survey on our 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 2024 and key priorities for 2025.

Quality Control Measures 2024

Service Area	Quality Control Measures
Daycare Service	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
Transport	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
	Wheelchair clamping and wheelchair transfer training in place for all drivers and carers
Security	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
Social Activities	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
	Risk assessments undertaken for transporting social group passengers
	Safety awareness talks given by local community gardai
Catering	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
	Catering risk assessments undertaken

Sheltered Housing Project	<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 up on insulation of corner areas of all houses</p> <p>Installation of new heating system in all homes</p> <p>Installation of new front doors in all homes</p> <p>Installation of solar panels in all homes</p>
Overall Organisation	<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 and upskilling.</p> <p>9 fire drills undertaken in 2024</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
	CEO Update report issued to board at each board meeting
	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
	External review of Accounts Department operational processes and procedures undertaken in 2024
	Registration with Board X to enhance governance processes within the organisation
	HSA Inpsection Sept 2024

Key Quality Control Priorities for 2025 include:

- A. Continued 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. Review of implementation of Westgate Foundation Strategic Plan actions 2024
- F. Implementation of Westgate Foundation Strategic Plan actions and Westgate Foundation Business Plan 2025
- G. Greater investment in staff training and development
- H. Ensuring all staff complete all mandatory training requirements
- I. Review of Accounts Department Operational Systems and Resourcing Needs
- J. Implementation of all recommendations of HSA Inspection

Governance/Compliance Actions 2024	Priorities 2025
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
9 meetings of finance sub-groups of the Board 4 meetings of CE Sponsor Group 3 HR sub-group meetings 5 meetings of Income Generation Sub-Group	Board sub-group meetings to be held at least quarterly
Hosting of AGM and presentation of Annual Report and Audited Accounts 2023	Hosting of AGM and Presentation of Annual Report and Audited Accounts 2024
Completed annual return submitted to Housing Agency Completed online annual return to the Charity Regulator	Completion of all requisite annual returns
5 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 – annual 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
Implementation of External Operational Review Findings	Continued implementation of 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 2025

Each department has identified a number of service priorities for 2025 and these are listed in each department profile in this report.

The organisation as a whole has also identified a number of priorities for 2025 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.
- Continued implementation of Westgate Foundation's Strategic Plan 2024 -2026
- To commission a project proposal for an energy upgrade of Westgate Foundation Centre building
- To continue to implement and review the organisation's 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 develop a succession planning strategy across the organisation
- To continue to invest in supporting and strengthening a whole team approach at Westgate Foundation
- To host a celebration event to launch the purchase of 2 new buses and our Housing Energy Upgrade Project
- To launch a Residents Handbook
- 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.



Conclusion

In closing this report for 2024 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 2024. Finally we remember the people we have lost during 2024 and we offer support, sympathy and solace to everyone who is grieving the loss of their loved ones. We pay particular respect and gratitude to the late Frank Lee, who was a passionate, committed and dedicated board member and treasurer. He is a great loss to Westgate Foundation.

