

NEW LODGE & DUNCAIRN COMMUNITY HEALTH PARTNERSHIP

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Management Team of New Lodge Duncairn Community Health Partnership has met regularly over the reporting period to pursue rigorously their responsibility for the overall direction and control of the organisation's financial stewardship and community led initiatives. Running alongside this Trustees have also embarked on a continuous review of the developments and activities of the Digital Transformation project designed to secure organisational sustainability.

Over the reporting period the Trustees have continued with their robust review and renewal of risk assessment and governance policies. The day-to-day management of New Lodge Duncairn Community Health Partnership is led by the manager with authority delegated by the board of trustees. In relation to the organisations overall financial control procedures, the charity has in place a comprehensive action plan supplemented by an annual budget approved by the Board of Trustees. Action results are reported against the budget on a bi-monthly basis and projections to year end are reviewed by senior management and the Board of Trustees at an appropriate point of their meeting cycle. The charity's day-to-day financial processes are governed by the financial regulations outlined in the Financial Policy and Procedures document, which is reviewed every 2 years and approved by the Board. The financial policy and procedures are then monitored by the Management Team and implemented by the nominated staff member during the day-to-day operations of the organisation.

OBJECTIVES AND ACTIVITIES

To promote the benefit of the inhabitants of north Belfast (the "area of benefit"), but particularly the New Lodge and Duncairn areas, without distinction of sex, sexual orientation, age, race, ethnicity, or political, religious, or other opinion by associating with the statutory authorities, voluntary and community organisations and inhabitants in a common effort to:

- a) Advance health by engaging in health prevention programmes and capacity building, improving self-management skills, and providing health development information.
- b) Advance education and training and raise awareness of health issues
- c) Relieve those in need by reason of youth, age, ill health, disability or another disadvantage
- d) Promote such other charitable purposes as may from time to time be determined.

ACHIEVEMENTS AND PERFORMANCE

New Lodge Duncairn Community Health Partnership is one of a growing Healthy Living Centre Alliance, currently with 29 members across the region. Healthy Living Centre's [hereafter referred to as HLCs] are tasked with translating high level government policies into accessible and practical community-based initiatives. HLCs' work across four key health pillars:

- Emotional Health & Wellbeing
- Sedentary Lifestyles
- Alcohol & Drug Misuse
- Smoking Cessation

The Public Health Agency [PHA] continues to commission core staff services therefore the Charity must conform to external social policy determinants on health promotion and prevention. The PHA has challenged HLCs' to focus their activities on key risk factors which can lead to the development of chronic conditions. HLCs' address key health inequalities within their own localities, applying skills, experience and acquired knowledge to strengthen commonalities and promote best practice across the region. The approach to these and other areas of health improvement is based on achieving high standards in prevention, self-care, and health restoration within a context of social disadvantage.

The Belfast HLC Network is made up of 9 HLC's across the city which comes together on a bi-monthly basis with invited guests, information and explore collaborative opportunities. ReachOut HLC Manager has been chairing this network since January 2024 and has been working on an Impact Report 2023-24 for the Belfast HLC Network and has recorded:

- 3269 community-based programmes delivered across the city
- 34646 participants across 6 key health themes
- Comprising of 28 different programme types
- The PHA investment in the majority of the HLC's of upwards of £1million has enabled a further leverage of £2.2 million – enabling a £3 million spend across the city addressing health inequalities.

NLDCHP facilitate several projects designed to address the prevalent health inequalities in North Belfast, these include:

- Belfast Area Outcomes Group- Tier 2 mentoring, home visitation & after school services for children aged 5-12 years with/awaiting an ASD/ADHD or challenging behaviour diagnosis
- Children's resilience and confidence building programmes in both statutory and community settings
- Community Food Initiative 2022-24- promoting healthy eating and cooking skills in low-income families with children up to 12 years. Other nutritional programmes include Food Values and Cook It!
- Health events for all ages- supporting community partners to promote healthy living
- Monthly Menopause Café has been established and an ad hoc "Don't Sweat It!" programme has been delivered in partnership with Challenge Training Studio.
- Older people's programmes- appropriate nutritional information and physical activity to mitigate the impact of COVID 19 and enforced sedentary lifestyles during lockdowns.
- Pilates class (free) which meets weekly throughout the year
- Tier 2 Family & Carer Support services alongside parenting/carers programmes – covering Emotional Health & Wellbeing; Nutrition, Physical activity themes

New Lodge Duncairn Community Health Partnership works in both formal and informal partnerships with community, voluntary and statutory partners across North Belfast. This partnership approach ensures innovative, accessible, and responsive cross sectoral services right in the heart of local communities. Staff within the organisation actively participate in the following partnerships:

- Belfast Area Outcomes Group- North Belfast Community Rep & Locality Planning Chair

- Emergency department visit £419

Of course, the level of service provided is not clinical in nature nor is it suggested that we compare it with like but, rather a more community led holistic approach which invests time and provides support to explore the underlying symptoms as well presenting needs. In adhering to this community-based assets approach NLDCHP seeks to complement the clinical role of primary services, in the hope of providing the level of support necessary to meet and address need and prevent ongoing long term condition management.

On a positive sustainability note New Lodge Duncairn Community Health Partnership have been able to secure funding streams in direct relation to gaps identified in strategic planning processes:

- CLEAR Menopause Cafe & physical exercise
- PHA slippage funding for Older People's programming
- National Lottery Community Fund Awards for All Menopause programming
- Communities in Transition funded for health & wellbeing programmes

The work activity outlined above ably demonstrates that New Lodge Duncairn Community Health Partnership continues to uphold the ethos of a community health development organisation, and all service delivery is underpinned by community development principles and values. We are cognizant that community development practice occurs against a backdrop of continual change both positive and negative for individuals and communities- so through programme delivery we try to ensure that we are responding to community articulated need. New Lodge Duncairn Community Health Partnership is clear that its body of work is firmly fixed in early interventions, preventative and health promotion initiatives- understanding clearly that building trust and positive relationships with service users best enables meaningful community empowerment. Often this essential work isn't articulated or measured yet is intrinsic to working practice.

FINANCIAL REVIEW

The statement of financial activities (SOFA) and the balance sheet illustrate the financial position for the charitable company.

This year the results of the charity show a net decrease in funds of £41,103 over the previous year, which is largely reflective of long-standing funding awards coming to an end. This outcome was in line with predictions from the financial forecasts given to the trustees throughout the financial year.

During the period, the incoming resources of the charity decreased from £337134 in 2022 to £310,449 in 2023, a decrease of 8%. Total resources expended decreased by 7% between 2021-2022, these percentages can partly be explained by decreasing funding streams and thereby expenditure. Governance costs have decreased slightly from £11355 in 2022 to £8214 in 2023, amounting overall to 3% of income.

Overall, the SOFA highlights that the results for the year have led to an increase in general funds to the charity of £13,163, so that they stood at £25,229 at the end of the year. General funds therefore represent 8% of incoming resources from continuing activities. Financial forecasting

was implemented in 2020-21 to ensure that steady increases to the general fund reserves continue to be made despite the difficult economic climate that pertains.

RESERVES POLICY

New Lodge Duncairn Community Health Partnership has established a policy whereby unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between 13 and 26 weeks of expenditure. Budgeted expenditure for 2024-25 is £449130 therefore the target is to have between £112282 and £224,565 in general funds. The reserves are needed to meet the working capital requirements of the charity and the trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. The present level of unrestricted liquid reserves available to the charity of £112,282 represents approximately 25% of the target level, which is below the lower target level. The strategy is to continue to build reserves through planned operating surpluses but given the present economic difficulties the trustees are aware that there is a body of work to be done in this respect.

RISK ASSESSMENT

The board has an established programme of risk management and mitigation which includes ownership of these risks by the Manager, providing assurances to the trustees that the major risks which have been identified have been reviewed and that systems and controls are in place to mitigate them. Risks are reviewed across board, operational and project activities at bi-monthly meetings. Identified risks are evaluated, including mitigating activity, and planned future action. These risks are prioritised and major risks to which the charity is exposed are determined and reported regularly to the trustees. In this way the trustees are satisfied that the risk management strategy is appropriate to the charity, and they have gained assurance regarding the effectiveness of the risk management processes adopted. The ongoing risk assessment measures will ensure that our responsibilities towards staff, funders and the service users are carried out to ensure the safety of all as far as possible. More recently the Trustees have appointed Peninsula Business Services for Human Resources for a year-long contract to offer support on legal issues and health & wellbeing support for staff members.

VOLUNTEERS

The community health partnership acknowledges with grateful thanks the support of volunteers who have contributed to the work of the charity. Most of the voluntary activity within NLDCHP is through membership of governance committees. The community health partnership is indebted to each volunteer for their support and remains committed to their continuous support and skills development.

EMPLOYEES

Upholding equality and diversity are key priorities for New Lodge Duncairn Community Health Partnership. Notwithstanding current high staff retention levels the organisation believes it is important to have an ethnically diverse workforce reflecting the communities it serves. New Lodge Duncairn Community Health Partnership promotes best practice in the recruitment and retention of staff. The New Lodge Duncairn Community Health Partnership continues to maintain its policy of being an equal opportunities employer and strives to give full and fair consideration to all applications of employment, training, and promotion irrespective of disability, race, gender, colour, age or sexual orientation.

EMPLOYEE INVOLVEMENT

Regular meetings with staff are held to provide employees with information on matters which may be of concern to them as employees, to consult with them so their voices are heard before making decisions that may affect their interests and to promote a common awareness on the part of all employees of the financial and economic factors affecting the performance of the charity.

PLANS FOR FUTURE PERIODS

Work on the forthcoming strategic plan for 2024-27 is underway and the focus for the future is listed below:

Strategic objectives 2024-27	Supporting objectives	How will we measure success?
Ensure that everything we do represents value for money, to be proactive and flexible in our application for funding, and work in a way that is financially sustainable in both the short and long term, maintaining good governance in all the we do .	Annual Fundraising plan for programmes Core cost plans staff & services Accurate reporting & impact measurement Plans enabling specific responses to community identified need	Funding secured for all aspects of programming including children & young people, older People; families; carers; nutrition; physical activity; stop smoking to meet targets. Maintain & improve achievements to date
To build on the success of the Digital Transformation project, embedding systems and processes to deliver greater quality, capacity, and connectivity.	Time for implementation & training- staff & sessional workers Aiming for paperless office by 2027 Continued development of social media and website profiles	Appoint DTP Champions to drive the system implementation for a 12–24-month period beyond current funding.
To build community capacity by developing and delivering services that address local health issues, enhance opportunities, and support our community	Robust project wide evaluation processes. Improved impact measurement with DTP tools. Lived experience driving services & feedback mechanisms to decision making tables	Review of evaluation tools to ensure fitness for purpose. Staff learning support groups for impact measurement. Production of case studies & best practice examples
To demonstrate leadership in influencing and lobbying stakeholders, developing strategic partnerships, and showcasing best practice	Staff team to identify partnerships and collaborations for exploration Staff encouraged to participate in relevant partnerships & collaborations Participation & Training part of Continued Professional Development	Set & meet a partnership target across staff team

within the sector		
To be an employer who role-models best practice in supporting and developing our own staff, so that they can best deliver for the community we serve.	Blended Working Policy approved to December 2024 Training opportunities circulated regularly Support & supervision and consideration of additional therapeutic support	Staff retention Training uptake Regular supervision opportunities

The trustees will achieve these aims by continuing to deliver against the New Lodge Duncairn Community Health Partnership Strategic Plan 2024-27

RESPONSIBILITIES OF THE TRUSTEES

The Trustees (who are also the directors of the New Lodge Duncairn Community Health Partnership for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under the law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the income and expenditure of the charitable company for that period.

In preparing these financial statements the trustees are required to:

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

The Trustees are responsible for keeping adequate records that are sufficient to show and explain the charitable company’s transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company’s auditor is unaware; and

- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITOR

AAB Accountants Limited are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Registered office:
206 Duncairn Gardens
Belfast
BT15 2GN

Signed on behalf of trustees

William Hutchinson
(Chairperson)

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