



ARDCOMM

The Heart of the Community

**Ardmonagh Family &
Community Group Ltd.**

Annual report for the financial year:

April 2024 - March 2025

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Charity Name: Ardmongh Family & Community Group

Charity Registration Number: 107726

Registered Address: 61-63 Ardmongh Gardens, Turf Lodge, Belfast, BT11 8DX

Website: www.ardcomm.org

Contact Details: info@ardcomm.org

Chair's Forward

It is my pleasure to present this year's Chairman's Review, reflecting on a period of meaningful progress for Ardmonagh and the communities we serve. This year brought significant challenges across our sector, yet Ardmonagh has continued to respond with resilience, clarity of purpose, and a deep commitment to our values.



Our purpose has evolved over time, but our values, developed with input from the whole team, have guided us through uncertain economic headwinds. Over the past 12 months, I have been reminded repeatedly of one of our core principles: *"We place the community at the heart of what we do and approach our work with compassion, dignity and respect for all."* The achievements of this year reflect how consistently our staff bring this value to life.

Twelve months ago, Ardmonagh was entering a leadership transition. Through our robust succession planning, we appointed Dr. Michelle Templeton as CEO, succeeding our long-serving CEO, Richard May. I want to recognise Richard's years of dedication and leadership, which ensured a smooth transition and left Ardmonagh well positioned for the future.

Michelle has brought a clear plan for implementing our strategic vision, supported by considerable experience and strong sector relationships. Under her leadership, new partnerships have emerged that will shape innovative future service delivery. Her commitment to staff development has also been evident, with one colleague from the children's team beginning her Social Work degree and three additional colleagues securing places on the Social Work degree to commence later in the year, supported by Ardmonagh. Natasha Doyle also completed her OU Social Work degree and secured a place at QUB to undertake a Masters programme. In addition, two other long-serving staff members, Leanne Magill, embarked on her professional finance qualifications, and Elaine McGreevy was promoted to Registered Manager of the Domiciliary Care team. This investment in our people, many of whom come from the local community, reflects Ardmonagh at its best: delivering high-quality services while empowering our team to fulfil their potential.

A major milestone this year was the successful opening of our children's residential care home, a long-term project realised through the vision and dedication of many. From board support to the determination of the Senior Management Team and the professionalism of the residential care staff, this achievement is a source of pride for all involved. Headed up by Natasha, David and their team, they are setting new standards in Rights-based services for Looked After Children, as demonstrated by the multiple positive statutory inspections we have received this year. Natasha first

presented this vision to the Board a few years back and has been central to its development. I also extend sincere thanks to our advisory group for their expertise and guidance.

The economic context this financial year was extremely challenging, with rising National Insurance thresholds, minimum wage increases, and limited long-term commissioning commitments. We responded by streamlining costs, reviewing service models, and ensuring efficiency across our operations. Despite financial pressures, Ardmonagh maintained a lean structure while retaining the capacity to scale when needed. As a not-for-profit organisation, we continue to reinvest in our people, infrastructure and services. Our auditors have now signed off our accounts with a clean bill of health, reflecting strong financial stewardship. My thanks go to Leanne Magill for her expertise and diligence in managing our financial responsibilities.

Our sector continues to face significant pressures, recruitment and retention challenges, increased demand, growing complexity, and rising regulatory requirements. However, I remain confident that Ardmonagh has robust leadership, a strategy and a motivated, professional team ready to meet these challenges with optimism and determination.

In closing, I extend my sincere thanks to the Board for their commitment, guidance and oversight; to our partners and stakeholders for their trust in our work; and above all, to the Ardmonagh team for their dedication to making a meaningful difference in our community.

Martin Rogers

Chairperson

CEO Statement

This year marks a pivotal moment in our organisation's journey, one of renewal, ambition, and deepened purpose. Following a well-planned succession, I stepped into the CEO role in January 2025, building on the legacy of my predecessor Richard May, and the dedication of our existing committed and loyal staff. My involvement began in February 2023 as Director of Governance, brought in to strengthen our regulatory confidence and professionalise our systems. By August 2023, I was here full-time, leading the organisation through a period of strategic transformation.



I want to acknowledge that this transformation has not been without challenge, particularly for staff who have been with the organisation for 10, 15, even 20 years. A change in leadership, especially one that brings new governance structures, systems and processes, regulatory scrutiny, and cultural shifts, can be unsettling. Yet what I have witnessed is a team of hard-working individuals that has met this moment with grace, courage, openness, and a deep commitment to our service users. Their loyalty, adaptability and willingness to embrace change have been the bedrock of our progress, and I am profoundly grateful to work alongside them.

From the outset, I have prioritised inclusion and co-ownership, ensuring that staff and service users are not only informed but actively involved in shaping our vision and strategic direction. Whether through consultations, reflective forums, mentoring pathways, or collaborative policy development, we have created space for dialogue, learning, and shared ownership. This is not transformation imposed from above, but a collective journey grounded in trust, collegiality and professional growth.

We are a community-based health and social care organisation with a bold vision to deliver rights-based, trauma-informed services that respect dignity, co-creation, and relational safety for service users and their families, and staff alike. Our service portfolio reflects our commitment to rights-based, trauma-informed, and relationally safe practice. We operate across two regulated and two unregulated strands, spanning Children's & Families Services and Older Adults Services. Together, these form a continuum of care that supports individuals at different stages of need.

Our Children's Residential and Domiciliary Care services have received outstanding monitoring reports from all relevant authorities, affirming the quality, safety, and integrity of our provision. Our Family Time team plays a vital role within the child protection system, facilitating meaningful contact for children and families navigating complex circumstances. We remain committed to developing our early preventative models, particularly our Family Outreach and Mentoring services, and to deepening our support for older adults through the Good Morning West Belfast check-in service and the ELDERS Forum that has grown from it.

These services are described in more detail later in the report, but I want to acknowledge here the dedication of our teams and the strategic importance of this integrated, person-centred approach.

Since taking up post, I've led the implementation of new governance structures that ensure ethical oversight, regulatory compliance, and strategic clarity. We've invested in staff development, with team members now enrolled in accountancy, BSc Social Work, and MSc programs in systemic practice and family therapy. This appetite for learning, progression and promotion speaks volumes about the culture we're building, one that values reflective and informed practice, growth, and excellence, culminating in the highest standard of quality care.

Operationally, we've made significant strides in health and safety, upgrading systems such as computer technology, security and facilities to ensure safe, dignified environments for both staff and service users. Externally, I continue to contribute to national policy and practice panels, maintain active university knowledge creation partnerships, and co-chairing the British Psychological Society's Health & Social Care Committee, amplifying our voice in shaping the UK-wide H&SC agenda.

This Annual Report for 2024-2025 reflects not only our achievements but our ethos: participatory, rights-driven and trauma-informed. It is a testament to the resilience of our staff, the trust of our service users, and the shared belief that social care can, and should be, transformative.

Thank you for walking this journey with us.

Warmly,

Dr Michelle Templeton

Chief Executive Office

1. Mission and Activities

To provide high quality care and support services to improve the health and wellbeing of people in the community. Our person-centered and compassionate approach ensures services are fit for purpose and that our service users receive the standards of care to which they are entitled. We also foster a safe and supportive environment for our staff that encourages open communication and ongoing learning so they can maximise their potential to be the best they can be.

Our values

- We place the community at the heart of what we do and approach our work with compassion, dignity and respect for all.
- We act with integrity and are accountable for our actions.
- We listen to and advocate on behalf of our community, acknowledging their right to participate and influence decisions that affect them and their care.
- We work in partnerships with various external agencies to fulfil our shared vision.
- We build respectful relationships with each other to promote honesty and authenticity in all that we do.
- We foster a safe and supportive learning environment that meets the needs of all.

Our Purpose

- To improve health and social care outcomes for vulnerable adults and children in disadvantaged communities or circumstances in the Greater Belfast area through the provision of quality services.
- To improve the social and emotional development of children and young people living in disadvantaged communities or circumstances in the Greater Belfast area through programmes and services that support parents, in caring for their children.
- To improve the quality of domiciliary/palliative care of children and adults with physical and emotional disabilities living in disadvantaged communities or circumstances in North and West Belfast through the provision of care support services.
- To provide a safe and neutral place for looked after children (in the care system) to meet with their birth families and spend time with one or both parents and other siblings. We believe all children have equal rights to protection and are encouraged to fulfil their potential. We believe inequalities should be challenged. Everyone has a responsibility to support the care and protection of children.

2. Rights-based Approach

At Ardcomm we apply a rights-based approach to all that we do. This is a way of being and a guiding framework that emphasises service user advocacy and entitlement, and

the protection and promotion of human rights principles in all aspects of our engagements, policies and practices.

In the context of health and social care, this approach ensures that our service-users' rights to health, dignity, and equality are respected, upheld and promoted. It focuses on empowering individuals by recognising their right to access quality health and social care and receive services without discrimination and builds their capacity to participate in decision-making to inform and shape services. This approach aligns care practice standards with international standards, ensuring that vulnerable groups, such as those with health and social care needs, disabilities or marginalised communities, are not excluded from necessary services and are treated and assessed with fairness and respect.

3. Key Service Provision

To deliver our vision, we provide high quality support across a range of key services, which include.

- **Domiciliary Care:** Delivering support and care services within our organisational setting and within the home to children with complex/medical needs and adults with physical and emotional health needs and disabilities.
- **Older Adults Support Services:** Good Morning West Belfast, Older Adults Lunch Club & Befriending services, provide relevant support and bespoke activities to over 55's who may feel lonely and isolated in the community. We work in collaboration with other charities and support services to improve our service-users' daily living situations and ensure their needs are met.
- **Family Time:** Supporting children and families through the provision of family time support. This service offers a safe and neutral place where children of separated families can spend time with adults important to them, and where positive relationships and engagements are promoted and encouraged.
- **Family Support:** Supporting Belfast families through the provision of targeted family specific work looking at many different areas to improve the family situation. Some areas of focus are health & development, family & social relationships, stability or financial support and employment or advocacy support to navigate engagements with other professional bodies.
- **Outreach:** Supporting children experiencing different transitions in life, whether this is unplanned placement moves for Looked After Children, or school changes for children that have experienced disruption or trauma. Working with children on a one-to-one basis, the service aims to promote positive relationships and build life skills with the children they support. A varied and bespoke service for families in need of support.

- **Children’s Residential Home:** A specialised child’s rights-based residential unit that provides a safe and secure environment, and individualised nurturing care, for children aged 5-11 years of age. We provide a unique community-based home environment that offers the highest standards of rights-based, child-centred care and carefully planned therapeutic help and support, over a period of up to two years, for three children with emotional and behavioural development needs. Our goal is to work collaboratively with the children, our external partners from the statutory, academic, community and voluntary sectors, and the children’s families, in multi-disciplinary teams, to prepare our children to transition into long-term care settings.

4. Achievements and Performance

4.1. Domiciliary Care

Ardcomm Care has been operational since October 2006 and has grown into one of the most trusted and professional providers of domiciliary care in the region. Our commitment to excellence is underpinned by a human rights-based approach, with service user advocacy, dignity, and relational safety at its heart.

As a registered domiciliary care agency, we deliver high-quality health and social care within the community, working in close partnership with key stakeholders including the Belfast Health and Social Care Trust (BHSCT) and the Regulation and Quality Improvement Authority (RQIA). We adhere rigorously to all legislative and regulatory standards, ensuring our practice remains safe, ethical, and responsive. Our service users include:

- Children with complex needs
- Adults with physical and emotional disabilities
- Older adults requiring personal, emotional, and palliative care

We carry out care required under tailored, individualised care plans that reflect the unique needs of each person we support. Services are delivered 365 days a year, between the hours of 07:00 and 22:00, by a team committed to compassionate, person-centred care. In a competitive market, our ethos sets us apart. We do not view service users as units of provision, but as valued members of our community. The quality of care we deliver is our highest priority, and we continue to grow our provision in response to local need.

Looking ahead, our strategic focus is on securing and expanding quality care in the community. We continue to invest in staff development and training to match those in statutory services and create accessible roles that allow the community to care for one another, from entry-level positions to professional pathways in social work and therapeutic practice.

[Service Update from the Manager, Elaine McGreevy](#)

I want to take a moment to thank all our domiciliary care staff for their incredible hard work and dedication over the past year. Their commitment, teamwork, and positive attitude have made a real difference. I truly appreciate the work each of our care

assistants carries out daily, especially during a period when we remained in staffing contingency. Despite the challenges, the team ensured our service remained fully operational and that all service users continued to receive the highest standard of care. Thank you for continuing to give your best every day and for making this such a great team to be part of.

We have built excellent relationships with our stakeholders and continue to receive outstanding feedback from the Elderly Services Team at Beech Hall regarding the care and support our staff provide. We've also developed strong partnerships with a local youth club and the Upper Springfield Development Trust, who supported us in recruiting five new staff members in 2025. These partnerships are vital to our ongoing recruitment efforts and community engagement.

- All staff completed their mandatory nursing training in June 2025
- We successfully hosted a Belfast Trust monitoring visit, 25 February which identified good practice in:
 - Service user involvement
 - Governance and management arrangements
 - All action points from the previous monitoring visit were fully met, and Ardcomm received excellent feedback from the Trust's Quality Assurance Coordinator.

Staffing has remained a significant challenge over the past year, leading us to operate under staffing contingency with the Belfast Trust. While we recognise that staffing will continue to be a pressure point, the dedication and resilience of our team have ensured that all care calls remain covered and that service quality is never compromised.

For the year April 2024 - March 2025, Ardcomm has provided care at home for and supported people to attend day care and with daily tasks for **56** Service users across the Belfast area in total. This included 1 child and 55 Adults.

Period	Hours
Quarter 1	7800
Quarter 2	7597
Quarter 3	7313
Quarter 4	6797
Average monthly hours provided	2459
TOTAL for year ending 24/25	29507

Care hours delivered are not only specific to the health care trust as we may also have undertaken some private packages.

Our dedicated team of domiciliary carers consistently deliver compassionate, reliable care to service users in their own homes, whatever the weather. Rain, hail, blow or snow, our carers show up every day with unwavering commitment, ensuring that those in our community receive the support they need to live with dignity and independence.

From assistance with daily activities, medication management, and personal care, to companionship and emotional support, their role is vital in sustaining wellbeing and relational safety. Their presence creates a sense of security and continuity, especially during the most challenging circumstances and stressful times in families' lives. The

compassion and kindness of our team are deeply appreciated by service users, families, and the organisation alike. Their tireless work provides a lifeline to those who rely on professional, rights-respecting care in the comfort of their own homes.

Between April 2024 and March 2025, Ardcmm employed **55** staff within the Domiciliary Care team. We continue to be a significant provider of jobs within the community, offering accessible roles that enable people to care for one another. Our recruitment remains active, and we are proud to offer a pathway from entry-level care roles to professional careers in health and social care.

4.2. Older Adults Services

“Neighbours Helping Neighbours” has always been the guiding ethos of our older adults’ services, designed to safeguard and support the most vulnerable and isolated members of our community. As we approach the end of our second decade delivering the acclaimed Good Morning West Belfast service, we continue to evolve in response to what our service users tell us they need.

Our overarching aim is to reduce anxiety, fear, and isolation, and to foster a sense of connection, safety, and belonging. Through daily check-in calls and centre-based activities, we support older adults to maintain independence within their own homes while remaining actively engaged in community life. We work to prevent the deepening of loneliness and social withdrawal by offering:

- A consistent daily contact point
- Activity days and social gatherings at our centre and other external venues
- Opportunities for advocacy, active citizenship, and political engagement
- Health and wellbeing promotion sessions

The ELDERS Forum, which has grown organically from this work, now provides daily meals, social support, and a platform for older adults to shape the services that matter to them. In the post-COVID era, and with the cost-of-living crisis still with us, when many older people are fearful of the world beyond their front door, our services have offered not just reassurance, but reconnection.

This strand of our provision reflects our belief that care is not only about meeting needs, but about restoring relationships, amplifying voice, and enabling people to thrive.

i. Good Morning West Belfast (GMWB)

Good Morning West Belfast (GMWB) is a telehealth support line service for older adults aged 55+, offering a daily wellbeing call and signposting to those registered with the scheme. Service users can self-refer or be referred by friends and family, or health and social care professionals, ensuring accessibility for those most in need of connection and support.

Our dedicated team provides this service with warmth, compassion, and a deeply personal touch. Each call offers a moment of reassurance, a brief check-in about the day ahead, a listening ear, and, where needed, signposting to other services or

agencies for further support. Whether the concern is practical, emotional, or health-related, our staff ensure that every individual feels heard, respected, and supported.

Calls are offered Monday to Friday, or on specified days and times chosen by the service user, reinforcing autonomy and relational consistency. This daily contact helps reduce isolation, build trust, and promote a sense of safety and belonging. Beyond the phone line, we extend our impact to service users on the line, who may not avail of the daily in-centre provision, through health and wellbeing sessions at our centre, creating further opportunities for social connection, education, and community engagement. This work is rooted in our belief that care is not simply a service, but a shared responsibility, grounded in rights, relationships, and collective wellbeing.

Total number of service users receiving GMWB calls year 24/25

Month	Service Users
April 2024	482
May 2024	486
June 2024	486
July 2024	484
August 2024	485
September 2024	481
October 2024	480
November 2024	482
December 2024	477
January 2025	476
February 2025	473
March 2025	479

We have a core team of **8 support staff and 1 Team Lead** who are employed to oversee the work of the Older Adults Services department.

ii. Lunch club

The ELDERS Forum, affectionately known by its members as the Young at Heart Club, began as a winter pilot in 2022/23, born directly from the voices of older adults engaged through our Good Morning West Belfast telehealth support line. What started as a response to the cost-of-living crisis and rising isolation has grown into a vibrant, daily community hub that continues to enrich lives and foster wellbeing. Meeting every weekday, the club offers:

- A nutritious hot meal, often the only one some members receive that day
- A welcoming space for social interaction, laughter, and companionship
- A range of activities including bingo, arts and crafts, facilitated discussions, and seasonal events
- Regular trips to local attractions, restaurants, and shopping venues
- Educational sessions on healthcare, benefits, financial planning, safety, and aging-related issues

The club welcomes over 30 attenders on some days and provided **2751 hot meals** between April 24 – March 25. For many, it is not just a place to visit, it is a lifeline. The Forum fosters a strong sense of belonging, helping members grow in confidence, build friendships, and support one another through life’s challenges.

We actively collaborate with partner organisations and charitable groups to deliver engaging, informative, and fun-filled experiences designed to motivate service users to reconnect with the world beyond their front door, especially in the post-COVID era, when fear and isolation remain deeply felt. At its heart, the ELDERS Forum reflects our belief that care is not only about meeting needs, but also about restoring relationships, amplifying voice, and creating spaces where older adults feel respected, included, and empowered.

Activities Attenders & List

Roddy McSorley	22
Father’s Day Event	23
Wellness Day	11
Tea Dance	89
Newcastle Trip	61
Draft Prog for Government Consultation	9
Halloween Party	31
Consultation With Architect	2
Befriending Week at Belfast City Hall	4
Newry Shopping Trip	36
Christmas Dinner Dance	92
Valentines Day	33
St Patricks Day	29
Total	442

iii. Befriending Service

We are actively exploring ways to re-establish and expand this service in the coming year. Plans are underway to develop a sustainable volunteering scheme, supported by appropriate funding and infrastructure, to bring this essential strand of our work back into the heart of the community. This reflects our enduring belief that care is not just a professional service, it is a shared responsibility, rooted in relationships, dignity, and collective wellbeing.

4.3. Children's Services

Our Children's and Families Teams consistently demonstrate exceptional dedication and effectiveness in supporting children and families, whether in the community, at our centre, or within their own or our residential home. During the year 2024-2025, we had **49** staff across the children's services. Their work is grounded in a proactive, relational approach that centres dignity, safety, and emotional wellbeing. Staff provide a wide range of invaluable services, including:

- Nurturing rehabilitative and therapeutic support
- Support and assistance
- Family-focused activities that foster meaningful connection and quality time.

These services are designed to strengthen family relationships and help children thrive both socially and emotionally. The team's holistic practice model emphasises collaboration, with schools, health and social care providers, community organisations, and other professionals, ensuring families receive the comprehensive, wraparound support they need. The positive impact of their work is evident in the improved wellbeing of the children and families they serve. Through their compassion, consistency, and skill, they create lasting memories and build stronger foundations for the future, benefiting not only individual families, but the wider community.

Service Update and Reflections from the Head of Children's Services, Natasha Doyle

I want to thank all staff, students, and volunteers across Ardcomm Children's Services for the commitment, warmth, and professionalism you bring to your work every single day. What we do is complex and often emotional, it asks a lot of us as people, but the care and compassion you show towards children, families, and each other truly makes a difference.

Our regulated service, the children's residential home, internal and external monitoring reviews have shown steady progress across all areas. The Ardcomm House team continues to support children in truly therapeutic ways, helping them build confidence and stability through consistent, caring relationships. This was reflected in our recent unannounced RQIA inspection, which confirmed the quality and consistency of care being provided. Feedback highlighted:

- A caring, open culture
- High staff morale and teamwork
- Children feeling safe, supported, and heard
- Positive interactions and trusting relationships

Minor improvement areas were noted around staffing levels and restrictive practice reviews; both actively being addressed to maintain high standards.

Our relationship with South Eastern Trust (SET) has strengthened, with monitoring officers expressing confidence in our governance and therapeutic care. Internally, Dr Gerry Marshall continues monthly visits, offering constructive feedback and guidance, most recently supporting improvements in how restrictive practices are recorded.

Family Time, while not regulated, is commissioned by BHSC to deliver essential support across Belfast. Our partnership remains strong and responsive:

- Family Time reporting structures were revised to align with Trust expectations
- Family Support now delivers targeted Tier 3 interventions for families on the edge of care
- Staff completed Niacro training, enhancing service quality and consistency.

Our current focus is on quality assurance, ensuring that the exceptional work being done is consistently documented and visible to stakeholders. A new policy is being rolled out to enhance management oversight of internal recording and reporting, reinforcing professionalism and accountability. We also continue to prioritise recruitment, recently partnering with Total Care Recruitment Agency to expand outreach. While staffing remains a sector-wide challenge, we remain committed to finding individuals who share our values and vision for compassionate, rights-based care.

i. Family Time

Within the Family Time Service, we work closely with our main stakeholder, the BHSCT to deliver a much-needed service to Looked After Children throughout Northern Ireland. During 2024-2025 period the service supported **696** children and their families, whether this be parents, siblings or extended family who are significant others in the children's lives.

We actively promote a child's rights-based approach to our work which encourages the maintenance of family relationships and connections. To achieve this, we provide a safe and comfortable environment with supportive and well-trained staff to manage the complexities and safeguarding issues that arise, which ensures a positive and quality experience for the children involved.

Our services are offered in-house and throughout the community depending on the family's needs and resources. Our staff support and guide parents should any challenges arise and plan alongside them to make the experience better for the family involved. This involves maintaining relationships within the family as parents go through the court process. Support is facilitated over a period of weeks, and engagement is supervised by our staff throughout the contact. Our staff also supply the social care and legal teams with updates and recommendations about the parent-child relationship and the quality of their contacts. Outcomes achieved throughout this period are focused on the parents finding an appropriate.

Family Time services delivery breakdown April 2024- March 2025

Time Period	Family Time Hours delivered	Children Supported (Avg)	Adults Supported (Avg)
Q1	5442	375	228
Q2	5374	376	231
Q3	5128	357	224
Q4	5356	386	241

ii. Family Support Service

Our Family Support service provides emotional and practical assistance to families across Belfast, particularly those navigating complex challenges such as behavioural concerns, financial hardship, or housing instability. This early intervention model is designed to strengthen family resilience, reduce escalation into statutory systems, and uphold the rights and dignity of both children and parents.

Support includes:

- Advice and strategies to manage everyday life and challenging behaviours
- Signposting to relevant agencies and entitlements
- One-to-one mentoring and advocacy for children and parents

We use the Outcome Star assessment tool—an evidence-based framework that supports and measures change—helping families track progress and celebrate achievements. This ensures our support is relational, responsive, and outcomes focused. Delivered in close partnership with the Belfast Health and Social Care Trust (BHSCT), we provide **640** contracted hours annually, coordinated through the Family Support Hubs to target areas of greatest need. This service reflects our commitment to preventative, rights-based practice—empowering families before they reach crisis and ensuring support is accessible, relational, and rooted in community.

A breakdown of Family Support services delivery April 2024 - March 2025

Time Period	Hours	Families Supported	Home Visits
Q1	195	26	65
Q2	150		50
Q3	144		48
Q4	151		50
TOTAL	640	26	213

iii. Outreach support

Our Family Outreach team offers focused, one-to-one support to children experiencing difficult transitions. This smaller, specialised service provides a consistent, trusted adult who helps the child communicate their needs and wishes and navigate challenges with confidence and clarity. Support is tailored to the areas identified during the referral and assessment process, ensuring purposeful engagement. Staff promote meaningful interactions centred on the child's rights and maintain consistent communication with all adults involved in their care. The aim is to help children and families,

- develop essential life skills.
- Strengthen relationships with significant adults
- Achieve sustainable, positive outcomes

This service reflects our commitment to relational safety, rights literacy, and child-centred practice, ensuring that even in times of transition, children feel supported, heard, and empowered.

Outreach services delivery breakdown April 2024- March 2025

Time Period	Hours Delivered
Q1	178
Q2	0
Q3	38
Q4	76
TOTAL	292

iv. Residential Home – Flagship model for Rights-Based, Therapeutic, Nurturing Care

Our most recent and transformative venture is the opening of our specialised children’s rights-based residential unit, which welcomed **our first young resident** in May 2024 following successful registration with the RQIA in February. This unique home provides a safe, secure, and nurturing environment for up to three children aged 5–11 years, offering individualised care and therapeutic support over a period of up to two years.

Rooted in the highest standards of child-centred, trauma-informed practice, the home is designed for children with emotional and behavioural development needs (EBD). It offers a bespoke, relational environment where children are supported to understand their circumstances, develop emotional regulation, and build trusting relationships with peers, staff, and engage with the wider community.

Our staff team is highly trained and deeply committed to ensuring that daily living activities are tailored to each child’s needs and interests, delivered in ways that are educational, nurturing, and empowering. Through consistent, collaborative approaches to positive behaviour support, we aim to meet both the basic and complex needs of each child, enhancing their sense of self identity, safety, and social connectedness. We work in close partnership with children, their families, and professionals across the statutory, academic, community, and voluntary sectors. This multi-disciplinary approach ensures that each child’s voice is central to their care journey, and that transitions into long-term, stable placements are carefully planned and supported. Our moto is Support. Inspire. Encourage. Thrive This home represents not just a service, but a commitment, to uphold children’s rights, nurture their potential, and walk alongside them as they heal, grow, and flourish.

Staff Employed

As for our Children and Families services, we employed **49** staff members, including qualified social workers, youth workers, childcare practitioners, and allied health and social care professionals. Each employee brings a deep commitment to supporting children and families across Northern Ireland with compassion, skill, and integrity.

Our residential home team is highly specialised in therapeutic crisis intervention and in understanding and responding to complex trauma and emotional and behavioural needs. Their bespoke training in trauma-informed, rights-based care is now being extended across our wider Children and Families teams, ensuring consistency, quality, and relational safety across all services.

We invest significantly in our staff development, offering a wide range of training and educational opportunities to build capacity, competence, and reflective practice. Core training includes, but is not limited to:

- Children’s Rights
- Child Safeguard
- First Aid
- Confidentiality and Professional Boundaries
- Therapeutic Crisis Intervention (TCI)
- CARE (Children and Residential Experiences)
- Promoting Positive Behaviour

In addition to this, staff access a suite of mandatory and specialist modules through our online training and staff management system. We also actively encourage professional progression. This year, we proudly celebrated a team member who completed her Social Work degree through the Open University, supported by the organisation, and has secured a place on a MSc degree at Queen’s University Belfast. Several others are now following in her footsteps, pursuing social work qualifications that will ‘grow our own staff and further strengthen our collective impact.

In addition to internal development, we host student placements from OU and QUB in social work and psychology and contribute to academic-level publications that support reflective learning and impact evaluation. Our CEO teaches university level programmes, supervises research projects, and speaks at sector events, actively promoting rights-based, participatory, community health and social care models and encouraging new practitioners into the voluntary and community sector. This commitment to learning and development reflects our belief that high-quality care begins with a well-supported, confident, and value-driven workforce.

Number of staff employed in the FT, Support & Residential Teams April 24 - March 25

Service	Staff numbers
Family Time	21
Residential	26
Family Support	2
TOTAL	49

5. Strategy Plan - Deepening Our Roots, Expanding Reach

Over the past year, we have continued to build on the transformational change initiated in 2024–2025, embedding a bold and participatory strategic direction that reflects our commitment to rights-based, trauma-informed, and community-rooted care. Our previous strategic priorities remain central:

1. Build a strong, sustainable organisation
2. Deliver high-quality relational services
3. Improve visibility, influence, and sector leadership

We have made significant progress across all three areas, with clear evidence of impact, innovation, and resilience.

Transformation and Growth: We implemented key operational changes, including:

- A restructure of our Domiciliary Care services, enhancing responsiveness and sustainability.
- The successful opening of our children’s residential home, delivering bespoke, therapeutic care for children aged 5–11.
- Strengthening of our governance infrastructure, including the appointment of a new CEO, to ensure statutory and legal oversight, and to support further strategic planning and organisational development.

Despite sector-wide challenges, including political uncertainty around funding and workforce recruitment, we have maintained momentum and continued to grow our influence and impact.

Strategic Highlights 2024–2025

- **Transformation Initiatives:** Launched a new rights-based residential model, expanded the ELDERS Forum, and deepened our early intervention services through Family Outreach and Mentoring.
- **Sector Leadership:** contributed to and chaired regional and UK wide forums, contributed to policy consultations, and supported cross-sector collaboration on trauma-informed practice and rights-based care.
- **Participatory Research:** Led innovative research with older adults and children, embedding lived experience into service design and influencing wider sector learning

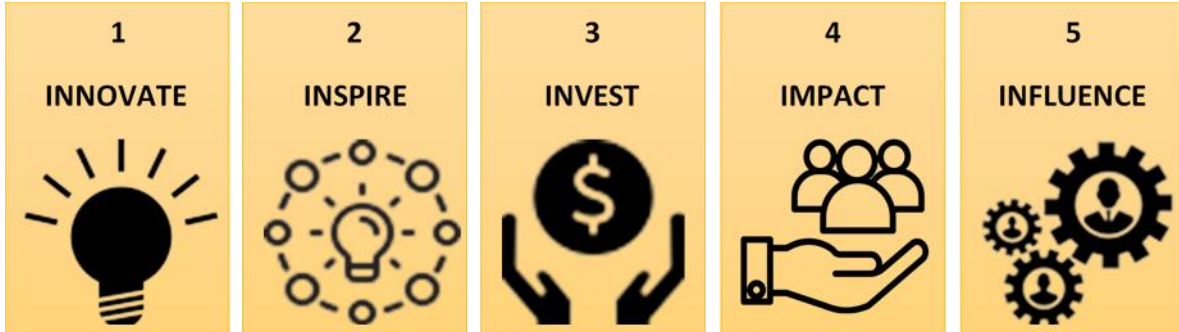
Strategic Vision 2024–2029

Under the leadership of Dr Michelle Templeton, our strategic vision has matured into a participatory, values-driven framework that centers dignity, fairness, and equality. The 2024–2029 Strategic Plan, approved by the Board in July 2024, was developed through extensive consultation with staff and service users. This process included:

- Revisiting our purpose, mission, and values
- Interrogating our internal structures and delivery models
- Conducting strategic analysis of:

- External markets and the competitive landscape
- Internal capacity (SWOT/PEST)
- Financial performance, feasibility, and sustainability

From this, our 5I's Framework emerged, defining our distinctive competence and guiding our implementation plan.



PILLAR	FOCUS
Innovate	Develop new service models and approaches that respond to emerging needs
Inspire	Foster a culture of learning, leadership, and relational excellence
Invest	Build sustainable funding streams and strengthen workforce capacity
Impact	Deliver measurable, rights-based outcomes for individuals and communities
Influence	Shape policy, practice, and sector transformation through collaboration

This framework informs every aspect of our strategic implementation plan, from service design and governance to workforce development and community engagement. It reflects our belief that meaningful change is co-created, evidence-informed, and rooted in relationships.

2025 Focus Areas

This year, we are prioritising:

- Good Morning West Belfast (GMWB): Strengthening our telehealth model, expanding the ELDERS Forum, and enhancing staff capacity to reduce isolation and promote active citizenship among older adults.
- Children’s Outreach and Mentoring: Deepening one-to-one relational support, embedding trauma-informed training across teams, and building collaborative pathways with schools, families, and statutory partners

These priorities reflect our belief that transformation is not just about growth, it’s about deepening relationships, amplifying voice, and ensuring that every service we deliver is rooted in rights, community, and care.

6. Governance and Leadership

Embedding Accountability, Safety, and Strategic Oversight: Our governance structures are designed to uphold the highest standards of transparency, accountability, and relational safety across all services. Oversight begins with our Board of Trustees, which meets bi-monthly and receives a comprehensive Compilation Report from the CEO, summarising monthly monitoring data and strategic developments. The Board is supported by active subgroups that convene monthly or as required:

- Finance
- HR and Remuneration
- Adverse Incidents
- Therapeutic Crisis Intervention

Each subgroup submits reports focused on quality care standards, compliance, and due process, ensuring robust scrutiny, risk identification, and operational oversight. This structure enables responsive decision-making and continuous improvement across the organisation.

Operational and Regulatory Oversight

- Regulated services, including Children’s Residential and Domiciliary Care, are monitored monthly by internal and external officers, including RQIA and commissioning Trusts.
- The Senior Management, Health & Safety, and Workforce Planning teams meet regularly, with outcomes shared at Board level.
- Operational meetings are structured to support reflection and responsiveness:
 - Middle managers convene bi-monthly for workforce planning and retention
 - Senior management meets monthly with middle managers to review performance and share learning
 - Adverse Incidents and Therapeutic Crisis Intervention groups meet monthly to review safeguarding concerns and promote relational safety
 - Health & Safety Committee meets every two months.

Financial Governance: A dedicated Financial Manager oversees day-to-day operations, reporting to the CEO and relevant Board subgroups. An independent accountant prepares annual statements and provides external advice. Internal and external audits, alongside compliance inspections, uphold the highest standards of financial governance. All financial decisions are aligned with organisational values, regulatory requirements, and sustainability goals.

Data Protection and Compliance: We operate secure systems for document management, data protection, and confidentiality, fully compliant with GDPR and sector-specific regulations. Sensitive information is stored in encrypted digital servers and locked physical spaces, accessible only to authorised personnel. Staff receive regular training to uphold these standards.

Strategic Leadership and Sector Influence: Strategic leadership is provided by Dr Michelle Templeton, CEO and Chair of the British Psychological Society’s Health and Social Care Sub-Committee. Her expertise in participatory governance, policy reform,

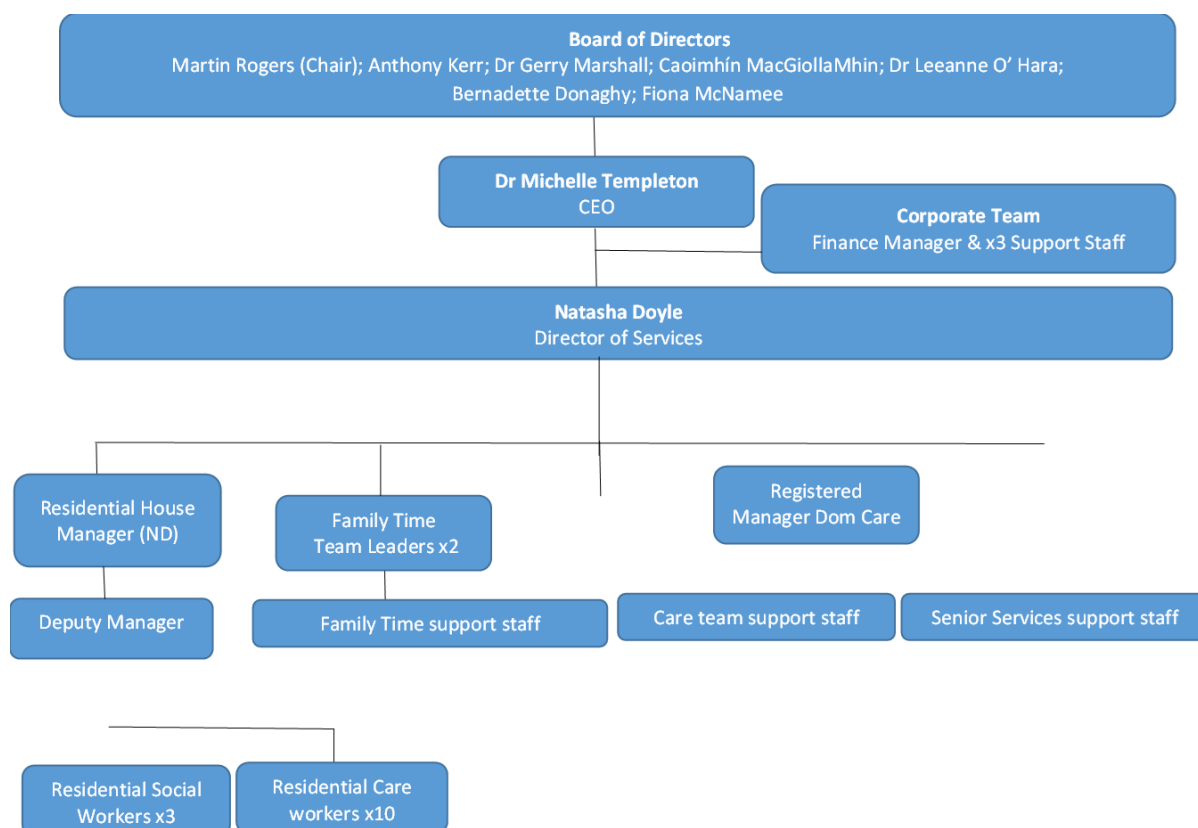
and rights-based practice strengthens our operational model and ensures fidelity to our organisational culture.

As our influence and impact grows, we are actively sought out as an expert presence on advisory panels and research forums, enabling us to influence local and national agendas. This ensures our programme remains ethically grounded, systemically impactful, and aligned with the aspirations of the communities we serve.

Joined-Up Support and Coordination: Each service area is led by a Head of Service or Registered Manager, supported by Team Leaders and frontline staff. Day-to-day delivery is coordinated by Programme Coordinators, who liaise with internal staff and external partners to organise rotas, events, training, health and education sessions, and public consultation responses. Strategic alignment in Children’s and Families Services is overseen by the Head of Children’s Services, ensuring cross-service coordination and fidelity to our mission.

We maintain established referral pathways, strategic partnerships, and commission arrangements with statutory and community organisations, ensuring joined-up support and efficient coordination across the region.

Organisational Chart as of 31st March 2025



7. Financial Overview

Ardcomm remains financially stable and strategically focused, with robust governance systems in place to ensure transparency, accountability, and the efficient use of resources. Our financial statements for the year ending 31 March 2025 have been independently audited and:

- Provide a true and fair view of the organisation's financial position
- Have been prepared in accordance with UK Generally Accepted Accounting Practice, including FRS 102
- Comply fully with the requirements of the Companies Act 2006

The auditors confirmed that the going concern basis of accounting is appropriate and that no material uncertainties were identified that would cast doubt on Ardcomm's ability to continue operating for at least twelve months from the date of authorisation. This year's financial strategy focused on:

- Supporting the successful opening of our children's residential home
- Restructuring our domiciliary care services to enhance sustainability
- Investing in staff training, governance infrastructure, and quality assurance systems.

These investments reflect our commitment to the 5I's Framework, particularly Invest, Impact, and Innovate, ensuring that financial decisions are aligned with our mission and long-term goals. Day-to-day financial operations are overseen by our Financial Manager, with regular reporting to the CEO and Board subgroups (Finance, Audit & Risk, HR & Remuneration). Annual statements are prepared by an independent accountant, and both internal and external audits uphold the highest standards of financial governance.

We continue to monitor financial risks, including funding volatility and recruitment costs, and maintain a prudent reserves policy to support sustainability and strategic growth.

Detailed Statement of Financial Activities
for the Year Ended 31 March 2025

	31.3.25	31.3.24
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies:		
Donations/Fundraising	1,240	2,511
Other trading activities:		
Ardcomm House	423,000	-
Extern/ Workforce	1,558	-
BH&SCT - Family Support	11,191	61,466
BH&SCT - Contact	6,387	11,559
BH&SCT - Domiciliary Care	584,462	860,390
Private - Domiciliary Care	763	1,590
Taylored Solutions & Staff Refund	2,150	-
Private Contact	-	202
	<u>1,029,511</u>	<u>935,207</u>
Charitable activities:		
Grants	938,469	865,671
Other income		
DfC Jobstart	<u>26,891</u>	<u>-</u>
Total incoming resources	1,996,111	1,803,389
EXPENDITURE		
Charitable activities:		
Equipment Hire	4,118	4,086
Travel and Subsistence	58,048	90,702
Training	13,039	26,341
On site Catering Costs	5,989	147
Return to DfC	-	3,943
Materials Purchased	1,879	2,443
Equipment - Small Value	6,174	5,776
Contact - Project Costs	7,342	11,925
Activities Costs	23,519	33,377
Consultancy Fees	15,400	15,061
Software Subscriptions	13,796	14,784
Repairs & Renewals	19,338	20,475
Uniforms	413	3,935
Carried forward	169,055	232,995

Detailed Statement of Financial Activities
for the Year Ended 31 March 2025

	31.3.25	31.3.24
	£	£
Charitable activities		
Brought forward	169,055	232,995
Premises Expenses	3,996	3,105
Membership & Subscriptions	960	3,600
Staff Redundancy	-	11,761
Children's Expenses - Ardourm	2,111	-
Rent	26,000	26,000
Gifts and Donations	1,100	2,460
Return to GMB	938	-
Property Depreciation	-	19,172
	<u>204,160</u>	<u>299,093</u>
Support costs		
Management		
Wages	1,527,161	1,692,530
Social security	112,462	83,285
Pensions	34,334	33,522
Rates and water	1,083	1,408
Insurance	34,701	11,404
Light and heat	24,324	27,848
Telephone	23,210	24,188
Postage and stationery	1,888	1,126
Advertising	1,287	4,903
Legal & Professional Fees	44,311	43,477
	<u>1,804,761</u>	<u>1,923,691</u>
Finance		
Bank charges	1,999	2,269
Governance costs		
Auditors' remuneration	2,000	2,000
Auditors' remuneration for non audit work	4,960	3,820
	<u>6,960</u>	<u>5,820</u>
Total resources expended	<u>2,017,880</u>	<u>2,230,873</u>
Net expenditure	<u>(21,769)</u>	<u>(427,484)</u>

8. Stakeholders and Funders

We acknowledge that we do not, and cannot, operate alone and are grateful for the continued contributions, financially and otherwise, from the many stakeholders we work with. Their consistent support shows that they truly value the work we do that makes such a meaningful difference in the lives of those we serve.

Our stakeholders during the year 2024-2025 include:

- Asda
- Barnardos
- Belfast Health & Social Care Trust
- Belfast City Council
- Big Lottery – Awards for All
- British Psychological Society – Psychology of Health & Social Care Committee
- Community Foundation NI
- Cornell University
- Department for Communities
- Extern & The Open University
- NI Housing Executive
- NISCC
- Psychological Pathways
- Queens University Belfast – School of Nursing & Midwifery
- Queens University Belfast – Centre for Children’s Rights
- Regulation and Quality Improvement Authority
- Sainsbury’s
- South Eastern Health & Social Care Trust
- Upper Springfield Development Trust

9. Professional Services

Chartered Accountants: Lynne, Drake & Co Ltd
1st Floor
34B-D Main Street
Moirá
County Armagh
Northern Ireland
BT67 0LE

**HR, Employment and:
Health & Safety Law** Citation Limited
Kings Court
Water Lane
Wilmslow
Cheshire
SK9 5AR

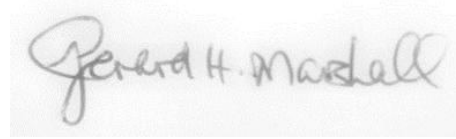
Legal Advice: rrdar
6 Beacon Way,
Hull, HU3 4AE, UK

11. Signatures

Chair of Trustees: Martin Rogers

A handwritten signature in black ink, appearing to be 'MR', written in a cursive style.

Board Member: Dr Gerard Marshall

A handwritten signature in black ink that reads 'Gerard H. Marshall' in a cursive script.

Date of Report Approval: AGM 18th Nov 2025