

Structure, Governance and Management

Overall structure of charity

Oban Hospice Limited is a charitable company limited by guarantee and is registered with the Office of the Scottish Charity Regulator. It is governed in accordance with its Memorandum and Articles of Association.

Recruitment and Appointment of Trustees

A person shall not be eligible for election/appointment as a director unless they are a member of the company

Election, retiral, re-election

The directors may at any time appoint any co-opted member (providing they are willing to act) to be a director. Board members shall be elected by the directors of the association at an Annual General Meeting for a period of 3 years.

Members of the board having served one or two terms of three years will be eligible for reappointment to the board for a further term of three years. Members of the board having completed nine years of continuous service will not be eligible for reappointment to the board for a period of twelve months unless they have during that time been appointed by the board as an officer of the association.

Key Management Personnel

The key management personnel of the charity comprises the Board of Trustees. Decisions as to the operation of the charity are taken at Board level.

Objectives and Activities

Objects of the Charity

Oban Hospice Limited is established for charitable purposes only and in particular to relieve the suffering and distress and to further the health and wellbeing of people with cancer as the primary diagnosis, their families and carers, whose usual place of residence is in Oban, Lorn and the Isles as a non-residential, community-based service. In certain circumstances, we may also support people with life-limiting, long-term conditions, such as Multiple Sclerosis, Parkinson's Disease and Motor Neurone Disease.

This criteria requires review every 2 years due to the regular changing nature of both statutory/non-statutory organisations within the Health and Social care sphere of activity.

Achievements and Performance

Introduction

In 2023, post-Covid, Oban Hospice has continued to provide a consistent range of services, both within the Dove Centre and to people in the community.

The overall workload continues to rise in areas such as group activities and individual areas of support. Part of this increase is due to increasingly good liaison with Health/Social Care staff and the wider sectors of the community.

Lorn and Islands Hospital

There is continued liaison with our partners, both locally and in the wider communities. For example, Oban Hospice Limited has provided or replaced items of furniture and equipment in the relatives' room which have been well received. The hospital itself has its own challenges like many other organisations; meanwhile we are working hard to maintain and develop further partnership working in this area of responsibility.

The Dove Centre

The Dove Centre continues to provide its own unique areas of service and facilities for people to use. Making time to see and listen to people, the provision of support groups, individual support and therapy sessions and counselling have been well received. One of the main challenges associated with the Dove Centre is to continue to provide *added value or making a positive difference in people's lives*. Particular areas to note have been our well-developed relationship with Oban High School and its students together with external agencies such as the Highland Hospice in Inverness.

There remains a specific challenge in managing a shortage of space, thus, when a larger building became available, the decision was made to purchase the former OES premises on Stevenson Street.

The Centre Co-ordinator has done a particularly good job in re-establishing the activities with the Dove Centre, liaising with external agencies and supporting a number of people on a one-to-one basis.

Community Support and Cáirdeas Befriending

Our Community Support service aims to provide practical, non-medical help and assistance through home visits, telephone calls and outings. The Co-ordinator provides welcome support in completing official documents such as Attendance Allowance and Blue Badge application forms.

The Cáirdeas Befriending Service has been developed in conjunction with our colleagues in Highland Hospice. Progressing this service has proved to be particularly interesting, given the initial small number of potential beneficiaries being available, together with a changing number of volunteers. However, work continues in making this service a success across a number of different communities throughout Oban, Lorn and the Isles.

Therapists and Volunteers

A number of therapists offering a range of complementary therapies continues to operate at the Dove Centre, including specialist lymphoedema massage and bandaging. The initial bid for external funding provided £10,000 to firmly establish a specialist massage service.

Volunteers continue to support Oban Hospice, regularly assisting with activities both in the Dove Centre and in the Community. A training/support plan is in place.

Finance

Local fundraising continues to be the main source of finance for Oban Hospice Limited. 2023 was an interesting year as our income of £80,000 was above most of our previous efforts. Since the opening of the Dove Centre, there is evidence to support the view that this particular development has gone some way in providing a distinct focus for public contributions.

As stated previously, OHL made the decision to purchase a local property, facing the Dove Centre, previously owned by Oban Electrical Services. The initial purchase cost was £250K plus some additional funding for various initial assessments such as damp, asbestos, electrics. The acquisition of this building was completed in late 2023 and it is anticipated that following the development/schedule of works being produced and work carried out, the new centre will be available within a 12/14-month period. It is anticipated that the total cost of purchasing/refurbishment will be approximately £450K leaving a balance of approximately £300-£325K.

A plan for the future financing of Oban Hospice Ltd is due to be developed in early 2024. In addition to building upon the continued success of local funding, the Hospice Board is clear in its responsibility to engage with potential funding organisations, given the reduction in the total amount of funds available to continue running our current service development and maintaining support in communities.

There is a good working relationship between Hospice board members and the established fundraising group which is now an extended arm of the board of trustees. A range of events has been planned for 2024.

Business Plan

Discussion of the Business Plan priorities in late 2023 included the following areas: Finance, Fundraising, Media, Criteria for Service, Management/Use of 2 Buildings/Eventual handover of the existing Dove Centre, Staff Posts Reviews, Therapists, Volunteers, Partnerships, Board Membership, Governance and Performance Management “Making a Difference”

Hospice Board

Elect David Entwistle as Chairperson

Re-elect Sine MacVicar as Vice-Chairperson

Ken Hunter resigned from the board

F John MacKenzie resigned from the board

Shiralene Cave joined the board – June 2023

Mairi MacDonald joined the board – June 2023

Conclusion

At a time that all services are up and running and our Cáirdeas Befriending Service is well-established, the board continues to seek alternative sources of funding and make the best use of publicity. Communication has been enhanced by the regular updating of our website and Facebook page. Partnership working with other organisations continues and positive relationships established leading to maintenance of partnerships with key agencies and individuals.

A big thank you to all board members, staff, volunteers, fundraisers and therapists for making the service work well in providing various forms of support to a whole range of people and their families.

The priorities outlined in the business plan will help make decisions about the future of the service.

General comments on financial outturn

Under the Statement of Recommended Practice (SORP) for charity accounts, income is reported in the year it is received whilst expenditure may be reported in future years. As a result, funds may be carried forward to future years and expenditure in those years made out of those funds may exceed the income for the year. See the funds note 23.

Principal risks and uncertainties

The directors have examined the charity's exposure to strategic, financial, business and operational risks. The directors are satisfied that adequate systems and procedures are in place, including the annual review of a risk register. Risk mitigation and any changes to the identified risks are recorded in the minutes of the board meetings.

The risk assessment will be updated in 2024, particularly in respect of the purchase of a new building in Stevenson Street.