

CAWT Annual Progress Report

April 2024 to
March 2025



Department of
Health

An Roinn Sláinte
Mánnystrie O Poustie



An Roinn Sláinte
Department of Health



cooperation and working together
for health gain and social well being in border areas

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1.0 ACKNOWLEDGEMENTS

The CAWT Partnership wish to acknowledge the guidance and support from key stakeholders including:

SPECIAL EU PROGRAMMES BODY (SEUPB)

Our collaborative cross border health and social care work would not have been possible without the essential funding support received, from successive EU INTERREG Programmes and the more recent PEACEPLUS Programme, managed by the Special EU Programmes Body.

DEPARTMENT OF HEALTH, NORTHERN IRELAND AND DEPARTMENT OF HEALTH, IRELAND

The support and commitment of both Departments of Health to cross border collaboration in health and social care is greatly valued and appreciated.

THE CAWT PARTNER ORGANISATIONS

Progress in cross border health and social care requires the commitment and support of those from the health and social care organisations that comprise the CAWT Partnership. We are grateful to the many frontline teams, managers and staff who give time and expertise to cross border health and social care, across the various CAWT Partnership groups and structures. We also acknowledge the co-operation of staff from CAWT partner organisations involved in the preparation and finalisation of applications to the PEACEPLUS Programme.

The CAWT partner organisations are:



2.0 CHAIRMAN'S FOREWORD: NEIL GUCKIAN, DIRECTOR GENERAL



Welcome to the CAWT Partnership Annual Progress Report for the April 2024 to March 2025 period. The year has largely been one of transition for the CAWT Partnership as we completed one major programme of work and intensified our preparations for the next. We have been focused on maximising funding opportunities from the PEACEPLUS Programme, as well as planning for the medium to longer term future of cross border health and social care.

PEACEPLUS PROGRAMME

Comprehensive submissions were made to the new PEACEPLUS Programme, under Investment Area 4.1 - *Collaborative Health & Social Care*, by the deadlines of March 2024 and May 2024. These submissions were developed by our cross border Strategy Groups who have been working on shaping and refining the project models over many months, with the support and guidance of the CAWT Development Centre. This was followed up by clarification requests from the Special EU Programmes Body (SEUPB), and such responses were coordinated and submitted in a timely fashion.

Thankfully, all the hard work was worth it, as by December 2024, the CAWT Partnership had received confirmation that five cross border projects applications had been successfully assessed by the PEACEPLUS Programme Steering Committee to receive grant funding totalling €42.6 million.

This is a tremendous achievement, and is the largest overall EU/PEACEPLUS funding programme allocation to the CAWT Partnership to date. This grant funding award further enhances the CAWT Partnership's reputation as a successful statutory forum for planning and managing large-scale collaborative cross border activity. This welcome investment provides a fantastic opportunity to innovate new cross border approaches to service planning, and to engage with partners in the community and voluntary sector in serving the health and social care needs of our communities, families and service users.

The process to prepare and submit quality applications to the PEACEPLUS Programme involved a huge amount of work by all CAWT groups. I would like to acknowledge the enormous efforts of many health and social care staff who demonstrated a great deal of energy and enthusiasm, when developing the cross border project models in preparation for submission of applications to the PEACEPLUS Programme, in a period of considerable change.

Our approach to CAWT PEACEPLUS project development has been to build upon the solid cross border relationships, governance processes and networks already in place. Our considerable experience of planning and managing a wide range of cross border projects and services over many years, contributed to this recent funding allocation success. This approach, alongside stakeholder and user engagement activity, informed the ongoing refinement and final submissions to the PEACEPLUS Programme by the CAWT Partnership.

I wish to acknowledge the essential support of successive EU funding programmes and this current PEACEPLUS Programme grant funding allocation, administered by the Special EU Programmes Body. We are also grateful for the ongoing support of the Departments of Health in both jurisdictions, whose direction and oversight has contributed significantly to progress made to date.

This PEACEPLUS funding secured is greatly appreciated, particularly at a time of considerable pressure on our health and social care services. Huge thanks to all those who contributed their time and expertise to the process, which for many, is additional to their day-to-day duties.

AII-ISLAND FORUM

An all-Island Chief Executive Officer (HSCNI) and Regional Executive Officer (HSE) forum has been established to consider areas of shared learning, collaboration and working together. The CAWT Development Centre is providing administrative and co-ordination support to this forum as it progresses.

SUCCESSFUL CROSS BORDER HUMANITARIAN DISASTER ASSISTANCE COURSE

In October 2024, the 11th annual cross border Humanitarian Disaster Assistance Course, hosted by the United Nations Training School Ireland (UNTSI) took place in the Curragh Camp in Co. Kildare. Support and expertise was provided by a wide range of organisations, including the Royal Society of Apothecaries, Defence Forces Ireland, 2nd Medical Brigade, United Nations Training School and the Irish Air Corps, all who have wide ranging experience in the field of humanitarian aid and disaster management.

The specialised training course, which is co-sponsored and organised by CAWT and Defence Forces Ireland, is specifically adapted to meet the requirements of participants from Ireland and Northern Ireland, and supports those with responsibility for responding to major emergency situations on the island of Ireland, or to those likely to be deployed to disaster zones worldwide.

This annual training event is also contributing to the building of strong and resilient partnerships and networks across a wide range of agencies in both jurisdictions.

GOVERNANCE OF THE CAWT PARTNERSHIP

All of the CAWT partner organisations are committed to good governance in the operation of the CAWT Partnership and to assessing processes on an ongoing basis, with a view to identifying strengths and weaknesses, making improvements as necessary. We continue to work collaboratively to ensure that the CAWT Partnership's governance and accountability frameworks complement and support each partner organisation's own governance processes and activities. The CAWT Governance Manual is a key mechanism in instituting and maintaining an effective governance framework and to ensure that all health and social care staff who engage in CAWT Partnership activity, are aware of the standards and processes required in the performance of CAWT's business. As required on an annual basis, we reviewed and updated the governance manual for ratification at the CAWT Management Board AGM in June 2024.

APPRECIATION

Due to organisational changes within our partner organisations, there were a number of changes to the membership of the CAWT Management Board during the year. We said farewell to five members of the CAWT Management Board: Sharon Gallagher, SPPG; Paula Keon, HSE; Dermot Monaghan, HSE; Ann Cosgrove, HSE and Dr. Maria O’Kane, SHSCT. Their leadership and contribution to cross border activity and the CAWT Partnership has been tremendous and I wish them well in their future endeavours.

I would like to extend a warm welcome to new CAWT Management Board members: Tracey McCaig, SPPG; Tony Canavan, HSE; Sara Long, HSE and Pat Healy, HSE. Also, I would like to welcome Fiona Murphy, HSE who joined as a Secretariat member during the year, replacing Mary O’Hare.

I wish to put on record my gratitude to fellow members of the CAWT Management Board who are committed to the CAWT vision of *‘realising opportunities and developing new ways to improve health and social care services for the well-being of people through collaboration across borders and boundaries.’* In working toward the achievement of this vision, each member ensured that the CAWT cross border priorities reflected their own organisation’s corporate and service-based activities and developments. I would also like to acknowledge members of all groups, who collectively ensure the CAWT Partnership is effectively governed. These include members of the CAWT Secretariat, CAWT Corporate Functional Groups, Project Boards and Strategy Groups.

I want to thank the team at the CAWT Development Centre for their hard work during the year under the leadership of Cathy Mc Closkey, CAWT Chief Officer.

We cannot deliver cross border health and social care in isolation, and therefore acknowledge the important contribution of our many community and voluntary sector stakeholders, who have added considerable value to CAWT’s cross border activity. In particular, we will continue to seek opportunities to work in partnership with community and voluntary organisations, in recognition of their vital role in enabling and supporting people to improve their health and in reducing health inequalities.

LOOKING FORWARD

We will continue to foster cross-border co-operation and to ensure our work is pioneering and brings added value to health and social care activity and services. In so doing, the CAWT partners are committed to working with the Departments of Health in both jurisdictions, the North South Ministerial Council, the Special EU Programmes Body, health agencies and other stakeholders in facilitating and implementing cross border services for the benefit of citizens in the border region.

Thanks again to all those who continue to develop, support and implement cross border health and social care services, projects and initiatives. I look forward to working with all involved in progressing CAWT's cross border work in the months ahead.

NEIL GUCKIAN

DIRECTOR GENERAL

3.0 OVERVIEW: CATHY MC CLOSKEY, CHIEF OFFICER



As we continue on our mission to improve the health and well-being of the border populations, by working across boundaries and jurisdictions, I would like to highlight some of the key accomplishments during the year. Indeed, much of the past year has been dominated by important activities to mobilise all of CAWT's new PEACEPLUS funded projects, to enable them to commence, so that our communities and citizens can benefit from the additional services planned, as quickly as possible.

PEACEPLUS PROGRAMME APPLICATION SUCCESS

By the close of 2024, the CAWT Partnership had received the fantastic news that significant grant funding has been secured from PEACEPLUS Investment Area 4.1, to support the development of innovative community-based health care interventions, which complement statutory provision and contribute to improving population health and well-being, helping to reduce health inequalities. In October 2024, the SEUPB announced an investment from the PEACEPLUS Programme of €34.6 million to the CAWT Partnership to support four cross border health and social care projects in the areas of children/young people's mental health, adult mental health, frailty, and obesity. Furthermore, in Dec 2024, the CAWT Partnership was delighted with the second announcement of €8 million to implement CAWT's project focused on community alcohol addiction.

Thus, in total €42.6 million grant funding has been awarded from the PEACEPLUS Programme to implement these CAWT Partnership cross border health and social care services. This welcome and significant investment will support these five large-scale cross border health and social care projects to be delivered over the next four years. All five projects will be implemented in the HSE border counties and in the Northern Ireland border region and have key common aims of:

- preventing ill health and intervening early;
- reducing health inequalities;
- building strong partnerships with the community and voluntary sector; and

- maximising use of existing health and social care infrastructure and community assets.

The grant funding awarded, under Theme 4, Investment Area 4.1, *Collaborative Health and Social Care*, includes governmental match funding provided by the Government of Ireland and the Northern Ireland Executive. We will be working closely with the Department of Health, Northern Ireland and the Department of Health, Ireland, as accountable departments for this PEACEPLUS Investment Area.

Further into this Report, you will find a summary description of each PEACEPLUS project.

Preparations for the opening of the PEACEPLUS funding programme has been ongoing within the CAWT Partnership over the past three years. Detailed preparation activities, which accelerated in 2004, involved a huge amount of work by the Strategy Groups, with the guidance and support of the CAWT Development Centre Team. I would like to acknowledge the efforts of the many health and social care staff who worked so diligently in developing quality proposals, and I look forward to working closely with the PEACEPLUS Project Boards to be formally established to ensure that projects meet their targets within the agreed timeframes and to expected quality standards.

SHARED GOVERNANCE

The CAWT partner organisations are committed to a shared governance structure which has clear arrangements and processes in place for the management and oversight of all publicly funded resources used in the course of CAWT Partnership business.

I wish to take this opportunity to record my sincere gratitude to the staff of the CAWT Development Centre, Strategy Groups, Corporate Functional Groups, Management Board and Secretariat members and the many individuals throughout our partner organisations who have been so committed to cross border work, over and above their day to day roles. I am grateful to members for the professional advice and guidance they continue to provide. The expertise and support that these Groups provide to cross border activity is greatly appreciated and enables the effective governance of the CAWT Partnership and the management of funded projects.

LOOKING TO THE FUTURE

Despite the difficult financial climate, cross border health and social care continued to progress during the year, including those managed by the CAWT Partnership and our PEACEPLUS funding award successes, and indeed via other significant cross-border and north south initiatives. The practical benefits of cross border co-operation to citizens, particularly for those living in border regions, means that cross border health is likely to continue to develop, particularly with PEACEPLUS grant funding secured to pilot innovative ways of working and delivering services.

Indeed, successive EU funding has been vital to the development and growth of activities in cross border health and social care to date and I look forward to the new PEACEPLUS projects achieving their targets and bringing additional services to citizens within the eligible area.

CATHY MC CLOSKEY

CHIEF OFFICER

APRIL 2024 TO MARCH 2025

A SNAPSHOT OF KEY ACTIVITY

During the past year, there has been a strong focus on preparing and submitting applications to the PEACEPLUS Programme, Theme 4.1 *'Healthy and Inclusive Communities.'* Significant milestones during the year include:

By May 2024

- **Service user engagement activity and Community and Voluntary sector consultations undertaken;**
- **Business Plans/Applications submitted to SEUPB for 6 cross border health and social care projects;**
- **Timely clarification responses submitted to SEUPB.**

By December 2024

- **SEUPB issue an 'intention to fund' communication for 5 out of 6 PEACEPLUS project applications;**
- **Significant PEACEPLUS projects pre - commencement activity undertaken.**

By January 2025

- **Key information provided in response to SEUPB clarification requests;**
- **Letters of Offer issued by SEUPB.**

By April 2025

- **Start dates agreed for four PEACEPLUS Theme 4.1 Main Call projects: 1 March 2025 and 1 April 2025;**
- **Start date for Theme 4.1 Addictions Call agreed as 1 May 2025.**

4.0 PEACEPLUS UPDATE



CAWT's suite of PEACEPLUS projects have been developed by CAWT's cross-border Strategy Groups, with the support of the CAWT Development Centre. Strategy Group members represent a broad range of service areas, including mental health, children and young people's services, older people's services, integrated care, population health, primary care, nursing, geriatrics, acute services etc.

In their PEACEPLUS development work, the Strategy Groups focused on developing practical cross border projects, which would bring added value and benefits to border populations, and also help to tackle health inequalities.

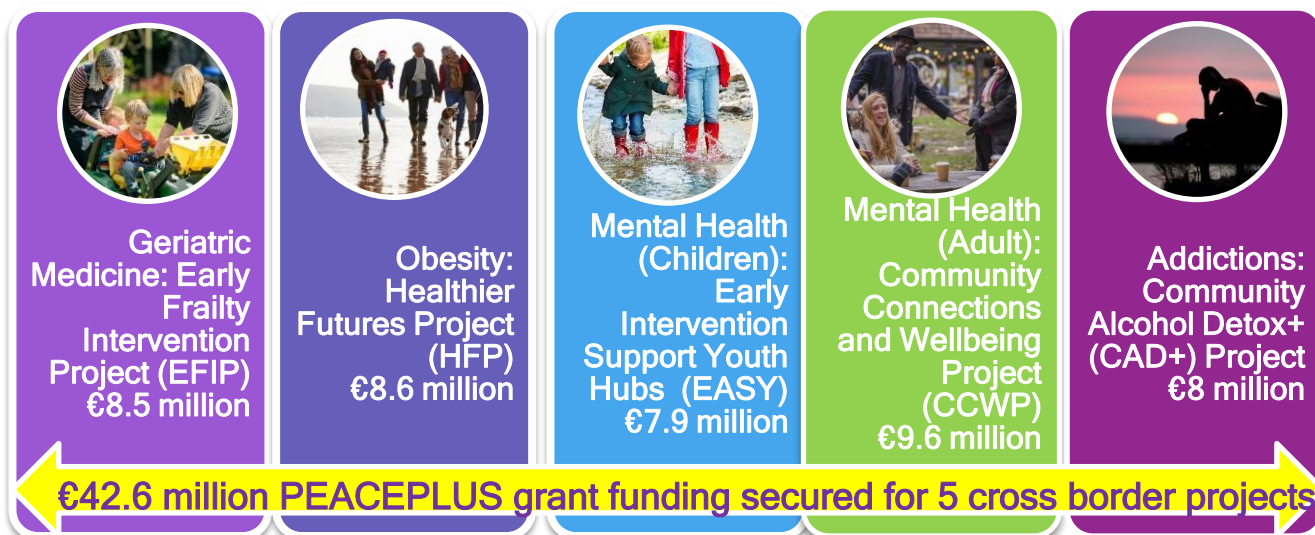
CAWT engaged with a broad range of stakeholders in the development of the PEACEPLUS applications including the statutory sector, community and voluntary organisations and service user representatives.

CAWT's approach has been to build upon the well-established cross border relationships, systems and networks in place, as a result of considerable experience of planning and managing a wide range of cross border projects and services.

Thus, when the PEACEPLUS Investment Area 4.1 Main Call (Collaborative Health and Social Care) opened in January 2024 and closed in March 2024, the CAWT Partnership submitted five applications in total, to the PEACEPLUS Programme which is managed by the Special EU Programmes Body (SEUPB).

The CAWT Partnership submitted one further application to the PEACEPLUS Investment Area 4.1 Additions call, which opened in March 2024 and closed in May 2024.

The diagram below is an 'at a glance' description of the grant funding investment secured from the PEACEPLUS programme, due to formally commence from 1st March 2025.



The focus of CAWT's PEACEPLUS projects is on improving the health and well-being of people living in the eligible region by enabling them to access services as close as possible to where they live and in settings most appropriate to their needs. Tackling health inequalities is also a key objective across all PEACEPLUS projects. Successful implementation of these projects will be heavily reliant on effective partnership working, across a range of thematic areas as listed here:



The following diagram provides a summary description of each CAWT PEACEPLUS Project:

**Geriatric
Medicine:
Early Frailty
Intervention
Project
(EFIP)**

Description: This project is focused on early detection and intervention, to reduce the risks of adverse outcomes, including chronic disease, hospital attendance and admission associated with frailty. This project, once implemented, will have provided more equal access to services for older people living in the border region. Community based teams will work to identify people living with (or at risk of developing) frailty earlier and provide a programme of care which could include early frailty assessment, screening, education and participation in community based activities.

The project will identify 8,803 older people living with or at risk of developing frailty in the border communities, in order to help slow down or reverse the onset of frailty and deliver appropriate interventions within local communities.

**Obesity:
Healthier
Futures
Project
(HFP)**

Description: This project will develop and deliver early intervention and prevention programmes to help prevent obesity and provide weight management programmes.

The community-based early intervention support programmes developed, will comprise a range of physical activity, healthy eating and behavioural management activities. The project will also develop new adult weight management programmes in Northern Ireland and new childhood weight management programmes in Ireland and will focus on utilising existing community infrastructures and assets.

9,000 people and their families will be supported in acknowledging and addressing the factors that drive obesity, and will be provided with opportunities to improve diet, levels of physical activity and to reduce the risk of related harm from overweight/obesity.

**Adult
Mental
Health:
Community
Connection
&
Wellbeing
Project
(CCWP)**

Description: This project will support people with mild and / or emerging mental health difficulties by enabling access to early intervention in the areas of psychological support, mental health and wellbeing programmes, and community support programmes.

It is intended that 10,000 clients will become active in improving their mental health and wellbeing, through increased recognition, understanding and self-management of symptoms linked to anxiety, depression, self-esteem etc. This will help reduce reliance on mental health services and build resilience in people/communities, leading to positive peace impacts and further boost economic and social life.

**Children's
Mental
Health: Early
Intervention
Support
Youth Hubs
(EASY)**

Description: This project is focused on support and diagnostic provision to families with children and young people, who present with social, emotional or behavioural issues, consistent with a neurodevelopmental type presentation / diagnosis.

In addition to one-to-one consultation with parents, along with support and guidance, the project will provide signposting to services / supports, and offer specialist workshops, tailored parenting programmes, customised support and social opportunities.

Early intervention support service teams will work collaboratively with statutory, voluntary & community agencies, resulting in 9,000 families with children and young people benefitting from project interventions.

**Addictions:
Community
Alcohol
Detox+
Project
(CAD +)**

Description: The project's overall objective is to help reduce the harms to individuals, families and communities caused by substance use, specifically alcohol. This will be supplemented by the provision of tailored assistance to address broader societal issues.

The project aims to improve the health and well-being of people experiencing alcohol dependence syndrome, by providing wrap-around and aftercare support and education. Support will be offered to people with alcohol dependence syndrome, and their families / carers, to undertake an alcohol detox/harm reduction programme in their home / community (safe place), followed by post detox / harm reduction community-led support.

The statutory, voluntary and community sectors, working collaboratively, will jointly develop and deliver episodes of care to 1,000 beneficiaries with alcohol related harm / dual diagnosis.

5.0 GOVERNANCE OF THE CAWT PARTNERSHIP

During the year, the CAWT partners remained committed to good governance in the operation of the Partnership and to assessing internal processes, making improvements as necessary. This ongoing focus on managing and reviewing governance processes, provides assurance to our funders, statutory partner organisations and stakeholders.



The CAWT Management Board is responsible for the strategic direction of the CAWT Partnership and has commenced the process of developing CAWT's next Strategic Plan, which is intended to set out the Partnership's focus and direction for the medium to long term future. The CAWT Partnership will continue to create ideas and identify opportunities to support health and social care developments, policies and practice, and reduce health inequalities. This will be achieved by cross border and cross jurisdictional initiatives with a wide range of stakeholders, including the voluntary and community sector, statutory agencies, academia and private industry.

The CAWT partners have agreed to a shared liability arrangement in the management of any project funding allocated. Consequently, risks and responsibilities are shared equally among the CAWT partner organisations, embedding the principle that anything progressed by one CAWT partner on behalf of others, becomes the shared responsibility of all.

CAWT MANAGEMENT BOARD

The CAWT Management Board is the policy and decision-making forum responsible for providing strategic direction to the Partnership. All of the CAWT partner organisations share equal status on the Management Board with respective Chief Executive Officers / senior personnel, responsible jointly and equally for all CAWT Partnership activity. Between the 1st April 2024 and the 31st March 2025 the Management Board met six times, and the CAWT Annual General Meeting was held in June 2024.

Current CAWT Management Board Members (at 31st March 2025)

Neil Guckian	Chief Executive and Director General of CAWT	WHSCT
Colm McCafferty	Interim Chief Executive	SHSCT
Tracey McCaig	Chief Operating Officer	SPPG
Aidan Dawson	Chief Executive	PHA
Pat Healy	National Director	HSE National Services
Damien McCallion	Chief Operations Officer	HSE National Services
Sara Long	Regional Executive Officer	HSE Dublin & North East
Tony Canavan	Regional Executive Officer	HSE West & North West

CAWT DIRECTOR GENERAL

The Director General is nominated by the partner organisations to directly manage the work of the CAWT Partnership on behalf of all partners and works closely with the CAWT Development Centre in all aspects of activity undertaken. The Director General chairs the CAWT Management Board meetings, ensuring members make an effective contribution to the governance of the Partnership.

CAWT SECRETARIAT

The CAWT Secretariat has oversight responsibility for the performance and delivery of the Project Boards and reports directly to the Management Board. The Secretariat is delegated to provide detailed oversight, review progress and resolve operational issues and challenges in developing and delivering cross border activity. During the year, the secretariat members provided support within their respective partner organisations, to their Management Board representative, facilitating the implementation of the decisions of the Management Board. The CAWT Secretariat met four times between 1st April 2024 and 31st March 2025.

CAWT DEVELOPMENT CENTRE

The CAWT Development Centre undertakes the administrative functions underpinning cross border co-operation in health and social care. The Development Centre is responsible, on behalf of the CAWT Management Board, for ensuring that project funding is administered in accordance with the standards, conditions and procedures set out by the funders, the CAWT partner organisations and other key stakeholders such as the Departments of Health in both jurisdictions.

The Development Centre is centrally involved in facilitating, developing and supporting cross border health and social care activity, including applying for and managing the implementation of PEACEPLUS funded and other cross border projects. Throughout the year, the Development Centre Team provided support in the areas of programme management, procurement, HR, finance, and communications/publicity. Team members provided expert information, co-ordinated the development of funding applications and businesses cases,

engaged in consultations and research studies, developed and delivered presentations and organised stakeholder and other cross border events.

CAWT PROJECT BOARDS

CAWT is establishing cross border Project Boards for all PEACEPLUS funded projects, which will comprise nominated service leads from the CAWT partner organisations. Project Boards members are directly accountable to the organisation they represent and will keep senior management informed of decisions impacting or likely to impact on their own organisation. The Project Boards, with the support of the Project Manager, will ensure that the project delivers their objectives, within the agreed time and budget, and to a predefined quality standard. The Project Boards report to the CAWT Secretariat, via the CAWT Development Centre, on progress made within the projects.

CAWT STRATEGY GROUPS

CAWT Strategy Groups are charged with identifying services and initiatives suitable for development into cross border projects, which are consistent with the strategic direction of the organisation that they represent, and in line with national and local priorities of their service area. Strategy Group members engage with colleagues in the CAWT partner organisations in both jurisdictions, to ensure that collective expertise and resources are maximised and that best practice is shared to improve services in the border region.

These Strategy Groups have representation of senior managers from a range of service areas, including mental health, children and young people's services, older people's services, integrated care, population health, primary care, nursing, geriatrics, and acute services. Strategy Groups supported the CAWT Development Centre Team, in the preparation and submission of applications to the PEACEPLUS Programme. The CAWT Strategy Groups will support the PEACEPLUS Project Boards in their efforts to implement new accessible services which add value and improve the health and well-being of our populations.

6.0 CORPORATE FUNCTIONAL GROUPS

The CAWT Partnership is reliant upon the expertise of the Corporate Functional Groups, which enable cross border projects to operate smoothly and efficiently. These Groups include Finance, Procurement and Contracts, eHealth, Human Resources, Recruitment, and Communications and have member representation from the HSE, the Southern and Western Health and Social Care Trusts, the Public Health Agency, the Strategic Planning and Performance Group and the Business Services Organisation.

Members of these Corporate Functional Groups, who are senior health and social care personnel, provide the CAWT Partnership with professional support and guidance, thus contributing to effective governance. Group members provide advice and guidance in relation to their professional area and link with CAWT Development Centre specialist staff.

CAWT FINANCE FORUM

The CAWT Finance Forum comprises senior finance representatives of the partner organisations. It is the responsibility of the CAWT Partnership to ensure there are systems and procedures in place, so that only eligible expenditure is incurred within approved limits, on approved projects. It is the responsibility of each organisation participating in the CAWT Partnership and in specific CAWT projects to ensure that proper internal financial systems and procedures are in place for the management of the funds approved to be expended within each organisation. The role of the CAWT Finance Forum is to provide assurances to the CAWT Management Board that the financial responsibilities, as outlined above, are being met. The Finance Forum met three times between 1st April 2024 and 31st March 2025.

CAWT HUMAN RESOURCE STRATEGY GROUP

The CAWT Human Resource (HR) Strategy Group members provide leadership and guidance to the CAWT HR and Workforce Mobility Manager and the CAWT Partnership, to ensure effective delivery of HR provision to CAWT's programme of work.

During the year, the HR Strategy Group members continued to work collaboratively to consider and manage cross border HR issues through working together, particularly in relation to staffing

and arrangements required to facilitate staff to be employed and work in a cross border/cross organisational context. The members nominated recruitment specialists to support the work of the cross border PEACEPLUS project initiation and recruitment to ensure that HR requirements of the projects are fulfilled, while adhering to the governance of their respective organisations. The HR Recruitment group, working with the CAWT HR and Workforce Mobility Manager on behalf of the HR Strategy Group, has reviewed the existing CAWT HR processes and bespoke arrangements for posts appointed to CAWT projects, to ensure they are compliant with the recruitment organisations processes and the funding requirements. The HR Strategy Group met once between 1st April 2024 and 31st March 2025, with the HR Recruitment group meeting twice on their behalf.

CAWT COMMUNICATIONS GROUP

The CAWT Partnership is committed to communicating effectively with its stakeholders, the general public and funders and also to keeping staff within the CAWT partner organisations updated on cross border developments. In support of this, a range of internal and external communications activities are implemented locally by the members of the CAWT Communications Group. This included the issuing of news releases to the media and other stakeholders, and ensuring the CAWT Partnership activity is profiled internally. The CAWT Communications Group continued to support and provide guidance on cross border communications activity, ensuring the processes and protocols of the CAWT partner organisations are followed.

CAWT's Communications and Corporate Governance Manager, as the designated Communications Lead for PEACEPLUS funded cross border projects, ensured that the appropriate regulations were adhered to when undertaking communication and information activity. During the year, Group members were updated on those PEACEPLUS projects which had secured grant funding, project commencement timelines and SEUPB's mandatory communications requirements. The CAWT Communications Group met twice between 1st April 2024 and 31st March 2025.

CAWT PROCUREMENT AND CONTRACTS STRATEGY GROUP

The Procurement and Contracts Strategy Group is co-chaired by the Assistant Director of Procurement and Logistics Service (PaLS) NI and the National Director of Procurement at the HSE, and comprises senior representatives from the CAWT partner organisations who provide procurement/contract services.

Timely and professional procurement support continues to be provided by both procurement departments. With the closure of the previous EU INTERREG VA programme, both procurement departments are now focused on the new PEACEPLUS funding recently secured, and will continue to collaborate at a cross border level to ensure maximum benefit to the CAWT border region populations. Group meetings have focused on preparing for procurements detailed in PEACEPLUS Project work plans and targets, and ensuring procurements undertaken and associated contracts, will be compliant with EU regulations and CAWT partner organisations procedures. Thus, considerable detailed planning work has been ongoing throughout the year in preparation for the formal commencement of PEACEPLUS projects.

The group regularly update the CAWT Finance Forum, Secretariat and Management Board on procurement and contract work progress and developments. The Procurement and Contracts Strategy Group met five times between 1st April 2024 and 31st March 2025.

CAWT EHEALTH STEERING GROUP

The eHealth Steering Group is comprised of senior eHealth representatives from CAWT partner organisations who provide strategic leadership and co-ordination of eHealth initiatives. Co-chaired by senior eHealth specialists from HSC and the HSE, the eHealth Group ensures that all eHealth and ICT systems and products are aligned with CAWT partner organisations ICT and eHealth strategic objectives.

Where appropriate, the eHealth Steering Group will ensure that any new projects developed are harnessing appropriate and effective eHealth/digital solutions which add value and are aligned to the ICT/digital strategies and systems in both jurisdictions.

CAWT GOVERNANCE GROUP

Chaired by the Deputy Director General, Group membership comprises senior representatives from the partner organisations in both jurisdictions. The CAWT Governance Group provides advice and assurance to the CAWT Management Board on its governance responsibilities, ensuring compliance with CAWT's Governance Manual. The Governance Manual is a resource which documents the governance arrangements for publicly funded resources used in the course of CAWT Partnership business, and details the decision-making processes and associated procedures to be followed. The Manual is reviewed and updated on an annual basis for ratification by the CAWT Management Board.

Reflecting the standards established in the partner organisations, the Governance Group monitors the implementation of documented governance policies and procedures, ensuring these are observed by all those involved in the management and implementation of the work of the CAWT Partnership. The CAWT Governance Group met twice between 1st April 2024 and 31st March 2025.

7.0 FINANCIAL OVERVIEW

CAWT DEVELOPMENT CENTRE

The Departments of Health in both jurisdictions have allocated the CAWT Development Centre funding to their respective agencies. Thus, the HSE in Ireland and the Western Health and Social Care Trust in Northern Ireland, route this funding to the CAWT Development Centre, with equal contributions made by both on an annual basis. The Western Health and Social Care Trust is the CAWT partner organisation that currently facilitates administration of payroll and non-pay services for the CAWT Development Centre. The table below contains an analysis of CAWT Development Centre expenditure up to 31 March 2025.

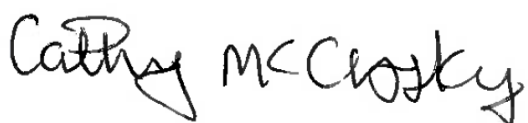
CAWT DEVELOPMENT EXPENDITURE UP TO 31st MARCH 2025

CAPITAL COSTS	Budget for year ending 31/3/25 (£)	Actual for year ending 31/3/25 (£)
Plant and equipment	4,000	2,927
	£4,000	£2,927

STAFF COSTS	Budget for year ending 31/03/25 (£)	Actual for year ending 31/03/25 (£)
Senior Management	443,780	421,396
Functional support and administration	222,101	215,918
	£665,881	£637,314

RUNNING COSTS	Budget for year ending 31/3/25 (£)	Actual for year ending 31/3/25 (£)
General administration	4,080	1,651
Travel and subsistence	6,000	2,648
Training and development	5,000	0
Printing and stationery	3,420	2,232
Conferences and events <i>(organised by the CAWT Development Centre)</i>	3,760	1,237
Rent and rates	3,600	3,500
Management Board meetings	2,000	0
Cross border project development activities	30,000	26,507
	£57,860	£37,775
TOTAL	£727,741	£678,016

I confirm that the above financial information provided is accurate.



Cathy Mc Closkey, Chief Officer, CAWT



Neil Guckian, Director General, CAWT