KARE

Promoting Inclusion for People with Intellectual Disabilities

ANNUAL REPORT 2016

About KARE

KARE provides support to people who have an intellectual disability and their families. We were founded in 1967 and work in the mid and south Kildare, east Offaly, west Wicklow and northeast Carlow areas of Ireland. We believe that people with an intellectual disability are important and should be a part of their community like everyone else. We work with each individual who uses the service to support them to develop their skills and abilities so that they can live the life of their choice

Front Cover

Designed by Robert Farrelly. *"The Tree represents KARE and is helping to keep the service users, represented by the flowers, safe and make them feel strong."*

Contents

CEO's Welcome	2
Chairperson's Report	3
Build Supports for a Good Life	4
Self Directed Short Breaks Project	5
Employment	6
Pre School Services	7
Lifelong Learning	8
Sports and Recreation	10
News from around the Organisation	11
Secure and Manage Sustainable Resources	15
Map of KARE Serices	16
KARE Supports and Services	17
Facts and Figures	18
Governance of KARE Board of Directors Audit and Risk Committee School Boards of Management	19
Independent Auditors' Report	21
2016 Audited Accounts	23
In Memory	24
KARE Strategic Plan 2017	Inside Back Cover

CEO's Welcome

In looking over this 2016 Annual Report, I am struck by the huge range of activities that so many people across the organisation are involved with. Involvement in activities like the Tidy Towns, International Women's Day, Art Activities, Innovative Short Breaks etc., are all examples of how KARE continues to grow, expand and change in the way it supports individuals. This requires very significant flexibility and skill on the part of staff and we are fortunate that we have such an outstanding team who are always focused on what best meets the needs of the people we support.

In 2016, all of this good work was independently validated through our EFQM (European Framework for Quality Management) Accreditation visit which took place early in the year. The team of assessors continually stressed how impressed they were with the teamwork that operates across the organisation, the commitment of the staff and the openness to new ideas, flexible responses and creativity. One element of our Continuous Quality Improvement Programme is to check with customers their level of satisfaction with the services/supports we provide. We were delighted to see the results of the Family Members Satisfaction Survey in 2016 which showed an overall satisfaction level of 97%. A similar satisfaction survey in 2016 of service users showed an overall satisfaction level of 96%. I think any objective assessment of these results would conclude we are getting a lot of things right for most of the people most of the time.

I hope you will take the time to read this Annual Report and to get a more in-depth understanding of the work of KARE.

Christy Lynch
Chief Executive Officer

Chairperson's Report

2016 has proved to be an extremely busy year for the Board of KARE and for myself as Chairperson. We continue to be in discussions with regard to merging with Sunbeam House Services in Wicklow and this has involved extensive meetings between the Chief Executive and myself, on behalf of the Board, with our counterparts in Sunbeam House Services and with the Health Service Executive. While a huge amount of work has been done, it would only be fair to say that the whole process has taken longer than anybody anticipated however, it is important that we get this done right rather than "rush anything over the line". The reality is that while these discussions are going on, the day to day operation needs to continue to grow and develop.

I am conscious of the issues that have affected the disability sector over the years and the importance of good governance. I would like to take this opportunity to thank my fellow Board Members in KARE for their hard work, dedication and commitment to ensuring that good governance continues to be a priority for KARE as an organisation. It is equally important to say thank you to our staff. This has been a year of wonderful recognition through the EFQM Quality Assurance System for all involved with KARE. Congratulations to you all.

I also realise the frustration felt at the various delays in our discussions with Sunbeam House Services. Your patience and your commitment to the process have been wonderful and we will do our best to bring a conclusion that will be exciting and challenging in our future development.

I am confident, as KARE enters it's 50th Anniversary Year, that the future is bright and that the organisation will continue to grow from to strength to strength.

Sean Bagnall

Sean Bagnall
Chairperson

Build Supports for a Good Life

In July 2016, some of the people using the service from Kilcullen Local Service had an art exhibition in Naas Library. **Brenda Brady** Art's Officer of Kildare County Council opened the exhibition. It gave **Sara Kelly, Jude O'Keeffe** and **Niall O'Donnell** a chance to exhibit many long months of hard work and to see their works in full display in the beautiful space in the library. **Andrew Buchanan** who has been volunteering since he retired in early 2016, mentored them through the weekly art classes he runs in the Local Service.

With the support of both family and staff, **Ronald Fennessy** has achieved some fantastic goals in 2016 that include …

- Going to the shop each day to choose and buy my favourite drink.
- Communicating more and making choices by using PECS to say 'yes' and 'no'. Using my PECS throughout my day enables my voice be heard in all parts of my daily life.
- By interacting with others and enjoying their company and now and again I like space on my own.
- By enjoying more social outings e.g. restaurants, swimming and to go biscuit shopping once a week.
- By broadening my interests, for example, colouring and enjoyed some music therapy.

I rely on people around me to listen and support me on things that matter to me as each day I face challenges in my life and feel misunderstood. All I want is ordinary everyday things like to be understood and to be happy. Although I like a daily routine I enjoy new things to keep my life interesting and to meet my sensory needs.

Self Directed Short Breaks Project

The Self Directed Short Breaks Project commenced in 2016 and is grant aided by Pobal through the Dormant Accounts Fund. The aim of the project is to develop a model of alternative short breaks called Self Directed Short Breaks. Project Leader and Short Breaks Manager, **Eamonn Quirke** was joined by the newly appointed facilitator **Lisa Kirwan** on 1st September 2016. The project is working with 12 participants to teach them the skills to plan, book and attend their own short breaks. Over time the participants will need less support and as their skills develop be able to go away unaccompanied. This in turn will allow more supported breaks for other families that need them.

A further advantage of the Self Directed Short Break model is that individuals are more in control of their own breaks. This helps them work towards a more independent future as they learn more skills which they can use in their everyday life. The trips started in November with 6 of the men on the project heading off to Claregalway accompanied by Lisa. There they enjoyed a weekend of greyhound racing in the city and a day trip to Inismore, as well as enjoying the comfort of the Claregalway Hotel. The weather wasn't the best but the spirits were high just like the waves as they sailed out of Galway Bay!

The following week saw the ladies head off to Waterford and the coast where they travelled to Tramore for a weekend of shopping, the movies and plenty of sea air at the Majestic Hotel which was located right across from the sea front and the bus stop which connected them to Waterford City. Some of the ladies said they would love to return in the summer of 2017 and they are busy planning this now. **Emma Ryan** described what the project has meant to her *"To be independent, learn more skills like money handling, booking online, checking out the train times, asking the ticket master for a ramp so I can go places myself, be sociable"*

Patrick Cassidy says *"It has helped me and Barry to be more independent and do our own things. It has made our friendship stronger, because we are doing things together. We have moved up to a higher level"*

Great fun, learning and hard work from all involved!

Employment

My Job Career by David Leigh

"I started in Glanbia 17 years ago. I starting on Tuesday 28th March 2000. My dream job was to work in an office and get a good paid job. I work 3 days a week Monday, Tuesday & Thursday and I love when Thursday comes around, as I get paid. I have lots of friends here and they all respect me in my job. I love my job and I am so happy to work here. I have two very good bosses Paddy Cotter and Deirdre McDonald They look after me very well. My work mate Adrian Curry also looks after me as well."

Anthony Byrne has worked in The Osprey Hotel in Naas for over 14 years. Anthony "loves earning a wage" and it gives him the opportunity to pay for luxuries in his life such as going to the theatre and weekend trips away. His colleague Deborah says that *"Anthony always put's a smile on everyone's face and he is kind, friendly and hardworking"*

Geraldine Cross is the longest serving member of staff at Naas Library and has become an integral part of the team. She has been working as a library assistant for over 22 years. Geraldine says that *"Having a job means I can go clothes shopping, on holidays and the cinema".*

Ann Nolan has worked in Green Isle Foods many years and Ann says that having a job for so long *"gives her independence".* Ann says that she gets on extremely well with her colleagues and always looks forward to the work functions. *"I have worked in Green Isle for 21 Year. I love my work and work 5 mornings each week. Some of my tasks include sorting and delivering post to all the departments. I count all the stationary and give out payslips".* Michelle who has worked with Anne for many years feels that Anne is *"a valued member of staff and very much part of the Green Isle family".*

Pre School Services

Pre School 2016 was a big year for those involved in our Early Year's pre-school. The students and staff bid a fond farewell to Scoil na Naomh Uilig and relocated to their new home at Curragh Grange. The move was achieved just in time for Christmas. Below are some picture to illustrate the fun and learning that has taken place over 2016.

Lifelong Learning

Graeme Kelly with President Higgins

"My name is Samantha Duggan and last December I achieved my Gold Award with Gaisce. Altogether it took me four years to get my gold award. It was hard work at times and I was ready to give up but I didn't thanks to the support of my Presidents Award Leader. I am glad that I went for my Gold Gaisce Award because it was helpful in so many ways. It gave me confidence with meeting new people. I continue working at the community center in Suncroft every week. I still do training once a month and I continue walking with my friends four days a week. I am waiting on an email back to become a youth engagement volunteer with Gaisce. Overall Gaisce was a great experience for me." **Samantha Duggan**

Two of our KARE PALs *(President's Award Leaders)* **Frieda Bent** and **Lorraine Martin** received their Civic Merit Award for five years' involvement with Gaisce at a ceremony in Áras an Uachtaráin.

Five people got their silver award; **Keith Doyle, Mark O'Keefe, Conor Hanrahan, Donna Dunne** and **Lukasz Cisowski** and four people received their bronze awards; **Siobhan Devine, Ruth Fenton, Edward Cahill** and **Deborah Mc Govern.**

A fantastic achievement for all involved – ***Congratulations to all involved on their amazing challenges completed, dreams realised and potential unleashed.***

Lifelong Learning

Pictured is **Deirdre Dunne** with her family. Deidre became the first person using KARE services to receive a QQI Level 2 Major Award.

Barry Russell from Newbridge had developed a keen interest in woodturning while at school. With the assistance of the Educational Bursary he was afforded the opportunity to take this intertest one step further.

"I am very interested in woodturning. It was one of my favourite classes when I was in school. A few years ago, I attended evening classes in both basic and advanced woodturning in St. Conleth's Community School, Newbridge."

My Keyworker supported me to contact **Glenn Lucas** who runs a study centre in Carlow and I went for lessons as part of my goals. It is the best thing I have ever done.

I applied to Kare for an Educational Bursary to help me continue my studies. I was successful with my application.

To date I have attended more classes with Glenn, made several beautiful pieces, purchased a lathe and tools. My present goal is to have my own business. I am currently in the process of building or buying a shed to proceed with my dream. This would not be possible without funding from the KARE Educational Bursary Fund or the support from my family.

The photo above is of me getting familiar with my own lathe and tools. Glenn has kindly offered to support me with my training while using my own equipment. With future lessons and my shed in place I will be ready to have my own business.

Shane Fagan has taken on the challenge of living a healthier lifestyle. He attends the gym in Naas K-Leisure once a week and spends about 45 minutes working out.

He has started work experience once a week in Blessington Lakes Garden Centre where he really enjoys getting involved in all things including plants.

He has also worked diligently towards achieving his QQI Level One award and is currently starting out on Level Two.

Sports and Recreation

2016 proved a very successful year in Sport for KARE. We had **166 athletes** participate in regional qualifying events and 115 of them have qualified to participate in Leinster championship competitions across **10 different sports.** The Leinster Championships run from October 2016 to June 2017 and KARE will be represented in Basketball, Football, Swimming, Golf, Pitch And Putt, Equestrian, Athletics, Bocce, Bowling and Motor Activities. The competitions will take place across Leinster in a variety of venues and all athletes will be trying their best to qualify for Team Leinster, to participate in The Ireland Games in Dublin in June 2018.

News from around the Organisation

We in Edenderry Local Service are working in collaboration with the Tidy Towns association to develop our community garden. The vision of the project was twofold, one to support individuals to be involved in the entire process from the initial stages of bare beds to watching the plants and vegetables grow and develop. Our second aim was to create a tranquil space that we and the community could all enjoy. We are very thankful to Edenderry Credit Union from whom we received a donation from their community fund to bring this project to fruition.

In September 2016 KARE Kilcullen and the Camphill Bridge Community joined forces to start a community walking group "The Walkie Talkies". The club is registered with Walk Ireland and was set up with the support of Kildare County Council and Kildare Sports Partnership. Aine Coogan Sports and Inclusion Officer for Kildare County Council and Lorraine Kennedy of Kildare Sports partnership gave valuable assistance with the setting up of the club. KARE's walking group go out on a Monday morning from the McMahon Centre at 10am. Camphill Bridge community go out on a Wednesday evening at 7.30pm and a Thursday afternoon at 1.45pm with the help of local volunteers all from the An Tearmann coffee shop. Walkie Talkies is open to the public to join and meet new friends.

News from around the Organisation

Pauric Lynch and **David Leigh** met with the Chief Commissioner of the Irish Human Rights and Equality Commission, Emily Logan in January 2016; for the launch of their first strategic plan. Pauric had attended one of the open consultation meetings the year before and had spoken about the right to relationships for people with intellectual disabilities.

The ladies of Tinahely Local Service were invited to a lunch with the Wicklow Women's network as part of celebrations for International Women's Day, in March 2016. **Deirdre Kevin** recited a poem she had written.

My Dog Dandy
I had a little dog
And his name was Dandy
His eyes were brown
And legs were bandy
The best in the world
Was my dog Dandy

Peter Kelly and **Fiona Healy** volunteered at Dublin Fashion week in September. Peter said *"It was great fun and I really enjoyed modelling all the different designers and hope to do it again soon."*

Stephen Cash – ***Movember***
"Last November, I grew a beard for Movember. I made sponsorship cards and asked people to sponsor me €2. I grew my beard for the whole month and trimmed it every day. I collected the money and donated it to Cancer Research Ireland. I raised €127. The money I donated will go towards finding a cure for cancer for good"

News from around the Organisation

Robert McLoughlin *enjoying the sun at some of his favourite walks including at the Hellfire Club, Dublin and Mount Leinster Carlow.*

Well done to **Lisa Dillon** and **Enda Foran** who presented certificates and gave a talk on their achievements through Special Olympics to students of Oaklands Community School in Edenderry. The students had taken part in a course on ***"Disability Inclusion in Sport".*** Pictured are Nuala from Special Olympics Leinster with Lisa and Enda and Aoife from Offaly Sports Partnership.

A special thanks to the group of staff from the Quality Department at the Pfizer Ireland facility in Newbridge for their help and hard work in brightening up the yard at St. Anne's School.

News from around the Organisation

Pictured are the **Project SEARCH Interns** who graduated in June 2016, with their certificates. The project team were delighted to be included on the RTE programme *Keeping Ireland Alive: The Health Service in a Day* which aired in September 2016

Engagement News! *"Hi everyone, Myself and Jennifer became engaged on Wednesday 1st June 2016. We are working towards living together and getting married soon. We had an engagement party and it was a great night."* **Jennifer Howell & Patrick Cassidy**

Athy Local Service held a very successful family day on July 20th. It gave both Service Users, Staff and Families the opportunity to have a cup of tea and a chat in a relaxed atmosphere. Also, present on the day was **Monica O'Connor** who has done exceptional work with the service users over the years in Literacy and Community Facilitation as a volunteer.

Secure & Manage Sustainable Resources

KARE's Facilities Department are working hard to provide comfortable environments for people who use the service and for staff while at the same time improving energy efficiency and reducing energy costs. We are running a number of projects in conjunction with the Sustainable Energy Authority of Ireland (SEAI) Better Energy Communities programme. These projects include upgrading insulation and lighting in the McMahon Centre in Kilcullen and in the Central Services Building in Newbridge. This work is being done with the assistance of a grant received through the energy efficiency scheme.

We have also been exploring possibilities on the renewable energy front with Carlow Kilkenny Energy Agency, one idea we are looking at is electric vehicle charging points.

Our Quality Frame work, the EFQM Excellence Model, supports us to continually develop and improve how we do things. The Centre for Competitiveness carried out an assessment of KARE against the EFQM model in early 2016. The assessment team identified many strengths in how KARE carries out its business and endorsed this by awarding Level 5 accreditation. They reported

- *"KARE provides a caring and supportive working environment. Employees at all levels make positive contributions, are motivated and have a strong sense of job satisfaction. This ensures a culture of inclusiveness and participation together with an obvious pride and passion in their work".*
- *"KARE is a customer oriented organization at all levels, trying to constantly fulfil the needs of Service Users and to improve service quality, based on innovative series and excellence of service provision".*

Map of KARE Services

KARE Supports and Services

Pre-School Children
We provide early education support to children with global developmental delay and/or complex needs aged 3 to 6 years. Children are supported to attend their local preschool where possible, those with more complex support needs may attend KARE's Specialist Preschool.

School Age Children
KARE is Patron of St. Anne's and St. Mark's Special Schools. St. Anne's School provides education to children with moderate, severe and profound intellectual disabilities between the ages of 5 to 18. St. Mark's School provides education to children and a mild general learning disability between the ages of 6-18 years.

KARE also work with Scoil na Naomh Uilig, a mainstream school in Newbridge, Co. Kildare who enrol pupils with significant intellectual disabilities.

KARE provide Short Breaks (Respite) to children with intellectual disabilities who are referred by the Kildare West Wicklow Children's Network Disability Teams.

Adults
Our Adult Supports are organised through our network of Local Services, Outreach Service and Community Houses. Services are designed to enable each individual to lead the life of their choice, we use individualised planning to identify and agree the specific supports we will provide to each individual, these supports typically fall into the areas of Learning, Employment, Sports and Leisure, Health and Wellbeing, Living Arrangements and Short Breaks for Families.

KARE 2016 Facts and Figures

- Supported 31 children to attend their local preschool
- Supported 11 children in the 'Specialist' preschool in Newbridge
- Provided education to 176 children through its special schools

- Supported 15 people to live in their own homes
- Supported 50 people to live in a community house

- Supported 291 people through its network of local services

- Provided 152 families with short breaks

- Supported 47 people through its outreach programme

- Supported 10 people to participate in Project SEARCH

- Received 2 Formal complaints

- Employed 327 whole time equivalent staff

- Trained 17 people through its ETB funded Local Training Initiative Intellectual Disability Support and 74 in the DSP funded Community Employment Programme

Governance of KARE

The Board of Directors has overall responsibility for the strategic direction and governance of KARE. The Board comprises of four Branch members who are also the outgoing officers, six family members and two co-options. The CEO attends Board meetings and acts as a link to the strategic and operational management of the organisation.

Board of Directors 2016 - 2017

Chairperson:	Sean Bagnall	
Vice Chairperson:	Antoinette Buggle	
Hon. Secretary:	Pauline Wallace	
Hon. Treasurer:	Marjorie Moore	
Members	Mary Conliffe	Theresa Donohoe
	Ann Healy	Frida Lowry
	Edward Kehoe	Mary Shortt
	Pat Dalton	Emily Blennerhassett

Attendance at Meeting of the Board of Directors:

Surname	Forename	Jan	March	May	Sept.	Nov.
Bagnall	Sean	✓	✓	✓	✓	✓
Blennerhasset	Emily	X	✓	X	X	X
Buggle	Antoinette	X	✓	✓	✓	✓
Conliffe	Mary	✓	✓	✓	✓	✓
Dalton	Pat	X	✓	X	X	✓
Donohoe	Teresa	✓	✓	✓	✓	✓
Healy	Ann	✓	✓	X	✓	✓
Kehoe	Edward	✓	X	✓	✓	✓
Lowry	Frida	✓	✓	X	✓	✓
Moore	Marjorie	✓	✓	✓	✓	✓
Shortt	Mary	✓	✓	✓	✓	X
Wallace	Pauline	X	✓	✓	✓	✓

KARE's Board of Directors have signed up to the Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations of Ireland

The Governance Code

Principles of Good Governance

We, The Board of Directors (the governing body),

of KARE (name of organisation) commit to:

Principle 1. Leading our organisation.

We do this by:

1.1 Agreeing our vision, purpose and values and making sure that they remain relevant;
1.2 Developing, resourcing, monitoring and evaluating a plan to make sure that our organisation achieves its stated purpose;
1.3 Managing, supporting and holding to account staff, volunteers and all who act on behalf of the organisation.

Principle 2. Exercising control over our organisation.

We do this by:

2.1 Identifying and complying with all relevant legal and regulatory requirements;
2.2 Making sure there are appropriate internal financial and management controls;
2.3 Identifying major risks for our organisation and dealing ways of managing the risks.

Principle 3. Being transparent and accountable.

We do this by:

3.1 Identifying those who have a legitimate interest in the work of our organisation (stakeholders) and making sure there is regular and effective communication with them about our organisation;
3.2 Responding to stakeholders' questions or views about the work of our organisation and how we run it;
3.3 Making sure we are enabling the engagement of those who benefit from our organisation in the planning and decision making of the organisation.

Principle 4. Working effectively.

We do this by:

4.1 Making sure that our governing body, individual board members, committees, staff and volunteers understand their role, legal duties, and delegated responsibility for decision making;
4.2 Making sure that as a board we exercise our collective responsibility through board meetings that are efficient and effective;
4.3 Making sure that there is suitable board recruitment, development and retirement processes in place.

Principle 5. Behaving with integrity.

We do this by:

5.1 Being honest, fair and independent;
5.2 Understanding, declaring and managing conflicts of interest and conflicts of loyalties;
5.3 Protecting and promoting our organisation's reputation.

We confirm that our organisation is committed to the standards outlined in these principles. We commit to reviewing our organisational practice against the recommended actions for each principle every year.

Chairperson of Board
Date: 18/10/2017

Secretary of the Board
Date: 18/10/2017

Audit and Risk Committee

The Chairperson of the Audit/Risk Committee shall be the incumbent Hon. Treasurer of KARE. The Committee shall include the KARE Chairperson and the Chief Executive Officer, Financial Manager and Facilities Manager will be ex-officio.

The Quality Manager will attend as requested. Included may be individuals co-opted from within or outside of the organisation, limited to approximately 5 people who will have the majority membership of Board Members.

Audit and Risk Committee Members 2016

Chairperson:	Marjorie Moore	***Members:***	Antoinette Buggle
			Sean Bagnall
			Edward Kehoe

School Boards of Management

KARE, in its role as patron of St Mark's School and St. Anne's school nominates two delegates to the board of management of each school, one of these nominees' acts as chairperson of the board. New Boards of Management were established in December 2015, these run for a four year period.

St. Anne's School Board of Management

Chairperson (Patron's Nominee)	John Hannigan
Secretary (Principal)	Pauline Dempsey
Patron's Nominee	Antoinette Buggle
Parent's Nominees	John Hogan
	Lorraine Higgins
Teacher's Nominee	Louise Reynolds
Community Nominees	Edmond Fogarty
	John Courtney

St. Mark's School Board Members

Chairperson (Patron's Nominee)	Noeleen Burke
Secretary (Principal)	Alma Carley
Patron's Nominee	Sarah Kelly
Parent's Nominees	Declan Furlong
	Sheila Bradley
Teacher's Nominee	Ross Dignam
Community Nominees	Evelyn McKenzie-Smith
	Martin Jordan

Independent Auditors' Report

We have audited the financial statements of KARE, Promoting Inclusion for People with Intellectual Disabilities for the year ended 31 December 2016, which comprises of Income and Expenditure Account, the Balance Sheet, Statement of Cashflows, Statement of Changes in Equity and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by Chartered Accountants Ireland (Generally Accepted Accounting Practice in Ireland), including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the company's members as a body in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters that we are required to state to them in the audit report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company or the company's members as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on page 6 of the Audited Financial Statements, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's [APB's] Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2016 and of its surplus for the year then ended; and
- have been properly prepared in accordance with the relevant reporting framework and, in particular, with the requirements of the Companies Act 2014.

Matters on which we are required to report by the Companies Act 2014

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited. We have not audited the books and records maintained by the Friends of KARE.
- The financial statements are in agreement with the accounting records.

In our opinion the information given in the directors' report is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of our obligation under the Companies Act 2014, which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of the Act are not made.

Signed by:

Date: 11th April 2017

Raymond Smyth.
For and on behalf of
Smyth & Co.
Chartered Accountants & Registered Auditors,
The Village Square,
Tallaght, Dublin 24.

2016 Audited Accounts

The Audit and Risk Committee together with the Finance Department have worked hard to efficiently and effectively manage the organisation's finances for 2016.

Income & Expenditure Account for the year ended 31st December 2016

	2016 €	2015 €
Income	21,447,025	20,581,732
Expenditure	(21,497,138)	(20,541,410)
Excess of Income over Expenditure	**(50,113)**	**40,322**

Accumulated Fund Account for the year 31st December 2016

	2016 €	2015 €
Balance	(259,570)	(299,892)
Excess of Income over Expenditure	(50,113)	40,322
Balance carried forward	**(309,683)**	**(259,570)**

Balance Sheet as at 31st December 2016

	2016 €		2015 €	
Fixed Assets				
Tangible assets		11,780,218		11,905,830
Current Assets				
Debtors	1,040,402		1,499,924	
Friends of KARE Funds at Bank	773,352		887,710	
Cash at bank and in hand	961,574		450,175	
	2,775,328		2,837,809	
Creditors: amounts falling due within one year	(2,064,394)		(2,056,601)	
Net current (liabilities)/assets		710,934		781,208
Total assets less current liabilities		12,491,152		12,687,038
Creditors: amounts falling due after more than one year		(8,214,232)		(8,186,370)
Net assets		**4,276,920**		**4,500,668**
Reserves				
Friends of KARE Accumulated Fund		773,352		887,710
Capital Grants		3,813,251		3,872,528
Revenue reserves account		(309,683)		(259,570)
		4,276,920		**4,500,668**

In Memory

John Connor
May 1962 – January 2016

Everyone at Edenderry Local Service were deeply saddened by the passing of our friend Johnny. He had such a big personality, loved to laugh and would always brighten your day with a compliment about your clothes or your hair. John had a loving family and would always talk about them, keeping us up to date on events at home often with his own twist to the story. We have such fond memories of our friend who was a big part of Edenderry Local Service, his wider community and he will be sadly missed by all who knew him. He will never be forgotten.

Patrick Cardiff
June 1952 – July 2016

KARE was deeply saddened with the passing of Patrick Cardiff. A very independent individual Patrick was strongly linked to the KARE supported Employment Programme from 2000 to his retirement in 2011. He had been employed as a Groundsman in the Sundai School in Newbridge and later in the Gael School also in Newbridge. Patrick is fondly remembered as a kind, sociable and refined gentleman.

Deirdre Birchall
April 1966 – October 2016

Everyone in Clane local Service are deeply saddened by the loss of our dear friend Deirdre. Deirdre was a kind gentle character who was quick on the mark to put a smile on everyone's face with her witty humour and bubbly personality. Deirdre took great pride in her work at Clongowes she also enjoyed socialising with friends, music, Bingo and bowling. Deirdre was a fun loving and caring lady and is fondly remembered by everyone in the centre. Our memories of joy and laughter with Deirdre will remain in our hearts forever.

KARE's Strategic Plan 2017

Our **Vision** is that individuals with an intellectual disability are seen as equals and take part in society along with everyone else.

Our **Mission** is to work together so that individuals who use our service are supported to live a fulfilled life.

Our Strategic Priorities and objectives are to

1 *Build Supports for a Good Life*

- **Support good planning**
- **Grow individualised supports**
- **Inform families of individualised developments**

2 *Continue Improving*

- **Increase organisational effectiveness and efficiency**
- **Develop our knowledge and skills**
- **Meet standards, regulation and compliance requirements**

3 *Commence Merger*

- **Finalise Memorandum of Understanding**
- **Develop and implement Consideration Plan**
- **Develop and implement Merger Communication Plan**

The Values guiding our work are:

All individuals are treated with dignity and respect
Families are involved in a way that works for them

Individuals who use our service are supported to:

Develop and use their abilities
Grow in relationships / Share ordinary places
Have valued social roles / Make informed choices

KARE, Newbridge Industrial Estate, Newbridge, Co. Kildare, Ireland

Tel: +353 (0) 45 448700

E mail: kare@kare.ie

Website: www.kare.ie

Facebook: www.facebook.com/karepage