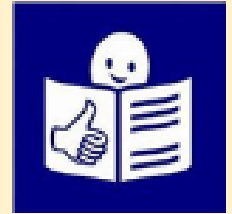




Promoting Inclusion for People with Intellectual Disabilities



Kare Strategic Plan 2026 – 2030 Easy Read





1967

Kare has been supporting people with intellectual disabilities for nearly 60 years.

Kare was started by families who believed that everyone should have the right to live in their own community and get the support they need.



2026

We still believe this today.

We work with each person, their family, and their support network.

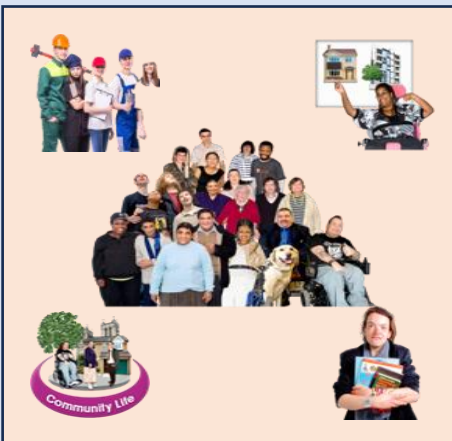
So they can live as equal and respected members of their community.



Our Aim:

We aim to support people to live their lives connected to the people, interests and opportunities that matters most to them.

Helping to build stronger communities.



Our Vision:

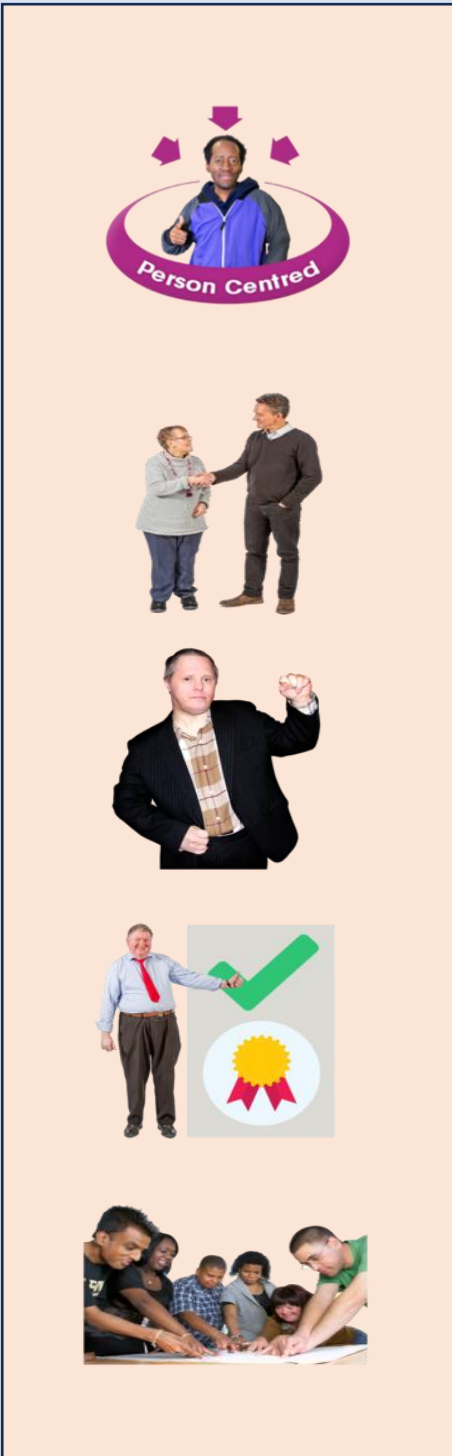
Connected Communities where Everyone belongs

We want communities where everyone feels they belong, are included and can take part in everyday life.



Our Mission:

To support the people who use Kare services to live the life they choose as equal and valued members of their communities



Our Values:

- **Person Centred**

We respect the right of people with disabilities to make their own decisions and to have control over their lives.

- **Respect**

We treat everyone with dignity, compassion and fairness.

- **Rights**

We uphold and defend the human rights of people with disabilities.

- **Quality**

We deliver high-quality, person centred and flexible services.

That meet the needs and preferences of people with disabilities and their families.

- **Working Together**

We work together with people with disabilities their families and other stakeholders to achieve the best outcomes.



Hello Everyone,

Voice for Kare is very proud that our conference, held in November 2025, helped to shape this Strategic Plan.



The conference was for the people who use Kare's services. We shared our ideas, experiences and hopes for the future.

The conference focused on what matters most to us.

We talked about:

- A country where everyone's rights are respected.
- Having a job and work that matters.
- Using technology to help people communicate.
- Safeguarding and feeling safe.
- Education that works for every person.
- Being able to access and be part of the community.
- Having safe and healthy relationships.



We talked about how important it is to be listened to and feel respected.

We shared ideas about how Kare can support us to do the things we want to do.



The conversations and workshops at the conference have helped to create this Strategic Plan.

It is based on the things that matter to us and what we want the future to be like.

People 1st



This plan is about listening, working together, and helping people to live the lives they choose in their communities.



David Leigh

Chairperson of Voice for Kare



Kare was started by families who believed their children deserved more:

- More opportunities
- Better support
- A real sense of belonging in their communities

That belief is still at the heart of Kare today, and it is why I am proud to be Chairperson of the Board.

It guides everything we do and is shown throughout this strategic plan.

The Board helps make sure Kare is well run, financially strong and focused on its mission.

As Kare continues to grow, this responsibility becomes even more important.

We value the trust placed in us by the people we support, their families, our staff, and our funders, and we take that responsibility seriously.

The Beyond Barriers conference in November 2025 was a powerful reminder of why Kare exists.

Seeing more than 100 people with intellectual disabilities share their experiences, hopes, and goals was both inspiring and motivating.

It is important that the voices of the people we support helped shape this plan.

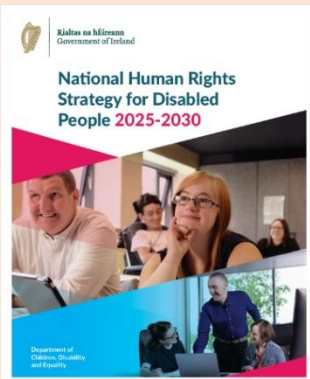
The Board is committed to making sure those voices continue to be heard and guide decisions across the organisation.

On behalf of the Board, I would like to thank everyone who contributed to this plan and everyone who will help make it a success.

I look forward to seeing what we can achieve together over the next five years.

Matthew Behan

Chairperson of Kare's Board of Directors



It is a privilege to lead Kare into this new chapter with our strategic plan.

Before joining Kare as CEO in October 2025, I already knew it well and had seen the positive impact it makes.

Since joining, I have come to know the real heart of Kare, which are the people we support. Each person has their own goals, needs and vision for a good life. This plan is for them.

The world around us is changing. but there is still more to do to ensure everyone is included and valued in society.

Community-based support, which has always been central to Kare, is now a key focus of national policy.

Our plan is aligned with the United Nations Convention on the Rights of Persons with Disabilities and Ireland's National Human Rights Strategy for Disabled People 2025–2030.

Its priorities reflect the work we do every day.

This strategy has been shaped by consultation, reflection and most importantly, the voices of the people we support through Voice for Kare.

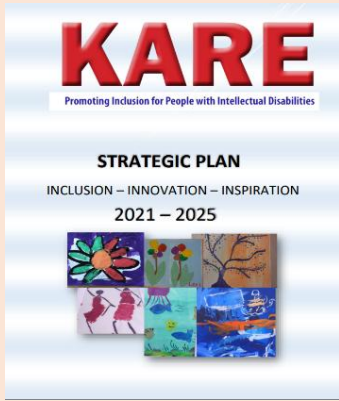
It builds on the progress made over the past five years and sets out a clear direction for the future.

The plan includes six strategic objectives: one commitment to the people we support and five commitments that will help us deliver on it. Progress will be measured through a detailed implementation plan and regular reporting.

I look forward to what we can achieve together.

We have strong foundations, a clear direction and dedicated people at the heart of everything we do.

Margaret O'Neill
CEO of Kare



Where We Are Now

We are starting a new strategic plan after successfully completing our previous five-year plan in 2025.



We are proud of what we achieved.

Now we want to build on this good work with a stronger plan going into the next 5 years.



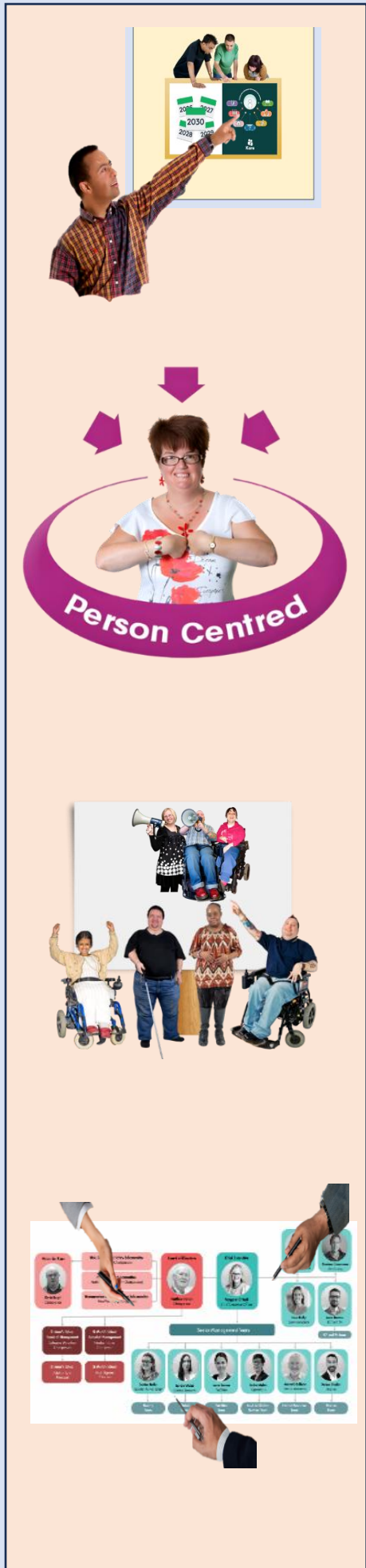
Our new plan has 6 main goals with clear priorities. These are called our Strategic Objectives.

They are how we will achieve our Mission



These objectives show what we want to achieve and how we will do it.

We will roll them out step by step to help us plan well and get good results.



Our Strategic Objectives:

1. Provide high-quality, person-focused services

We will deliver services that put the person first and help people make choices and reach their full potential.

2. Speak up and drive change

We will advocate for the people we support and use evidence to influence positive change.

3. Be well-run and prepared for the future

We will make sure our organisation is well managed responsible and ready to grow and adapt.

Our Strategic Objectives:



4. Create a positive workplace

We will build an environment where staff feel valued motivated and proud of their work.

5. Use technology and innovation

We will use modern tools and ideas to work more efficiently and improve outcomes.

6. Build financial strength and strong partnerships

We will ensure long-term stability by managing our finances well and working with others to grow and improve.



1. High-Quality, Person-Centred Services

We will keep improving and finding new ways to make sure our services meet the needs of every person we support now and in the future.

While always providing high-quality and person-centred care throughout their lives.



This is how we will do this:

- **Review and improve our services**

We will regularly check our services to make sure they meet the current and future needs of the people we support and their families.

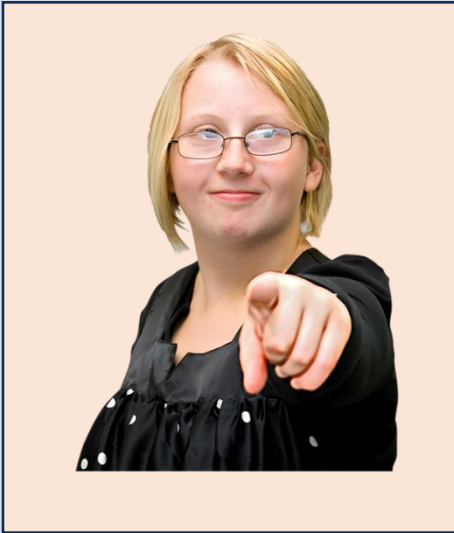
- **Improve how our services work together**

We will improve the ways we work, to make our services reliable, efficient, and high quality.

We will encourage new ideas that improve the lives of the people we support

- **Strengthen connections and inclusion**

We will build stronger relationships with families, communities and partners to help people feel included, supported and that they truly belong.



What this means for the people we support:

We will make sure the support you get from Kare is right for you.

And helps you to do the things you want to do.



“Staff listen to what I want for my future, not just what I need right now.”

Julie Kirwan



2. Speaking Up and Driving Change

We will work with the people we support to make sure their voices are heard and their rights are respected.

To help improve policies and how things are done at local and national levels.



This is how we will do this:

- **Work together on advocacy**

We will partner with service users through Voice for Kare to build a strong and shared approach to speaking up and making a difference.

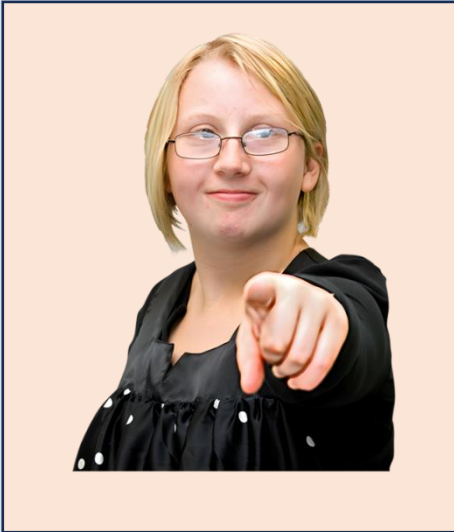
- **Use our voice to create change**

We will promote policies and raise awareness about the rights of people with intellectual disabilities.

- **Show the impact of our work**

We will collect information to show what works well and help improve how services are provided.

Across the work that Kare and other organisations like Kare provide.



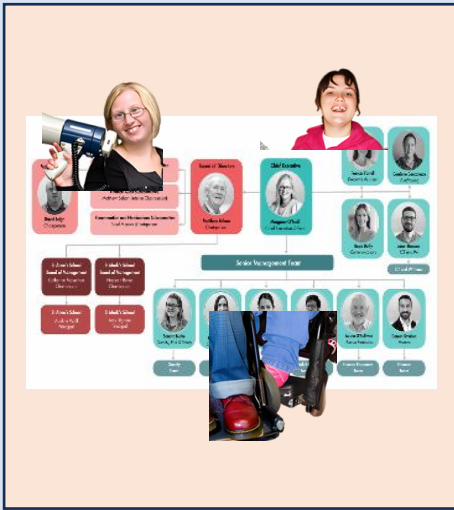
What this means for the people we support:

Together we will stand up for your rights
and make sure you are heard.



***“ Being part of Voice for Kare helps me speak up
for myself and others.”***

Lisa McNabb



3. Clear and Responsible Leadership in Kare

We will make sure Kare is well managed, open and strong enough to deliver our mission now and in the future.



This is how we will do this:

- **Strong and ethical governance**

We will make sure our services are well managed fair, safe and work well for the people we support.

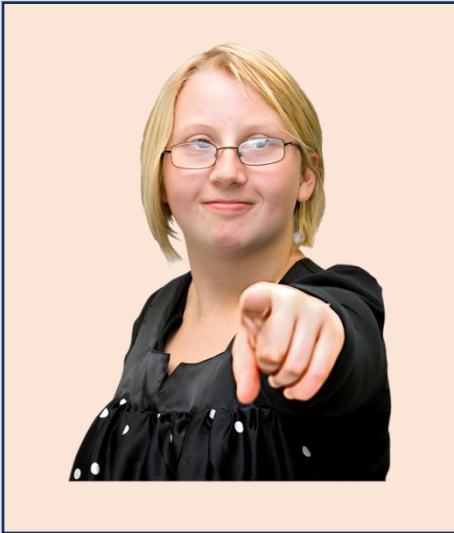
- **Effective ways of working and Support strong leadership**

We will organise our services and management to work in the best and most efficient way.

We will invest in our leaders so they have the skills to guide the organisation well.

- **Build a culture of responsibility and improvement**

We will create an environment where people are accountable and always looking for ways to improve and grow.



What this means for the people we support:

We will make sure Kare makes good decisions is well managed and that the people who work here are doing a good job.



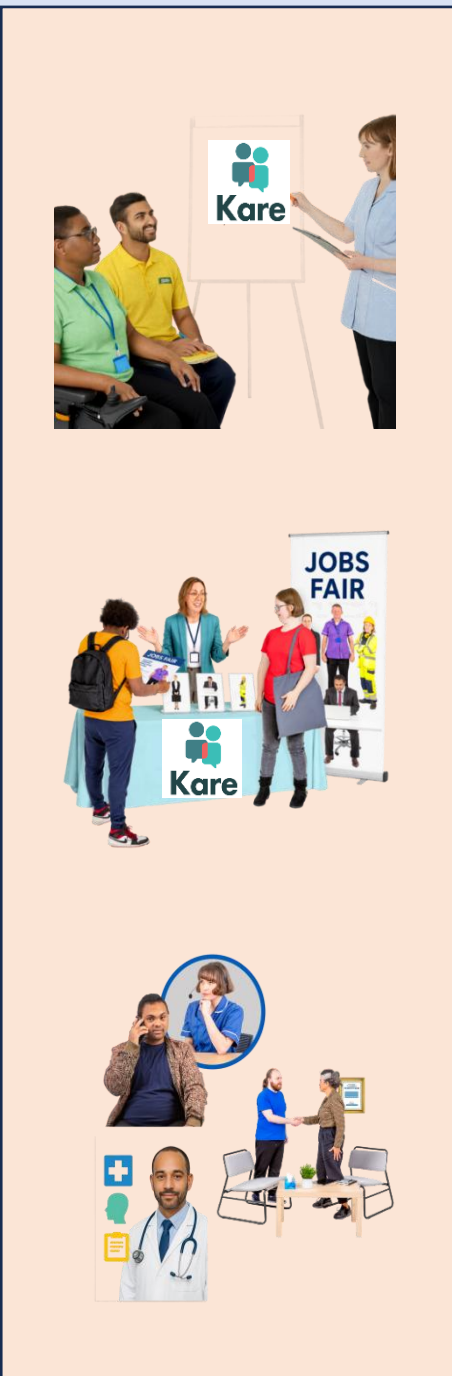
“I’ve seen things improve over time because Kare keep learning and making changes.”

David Leigh



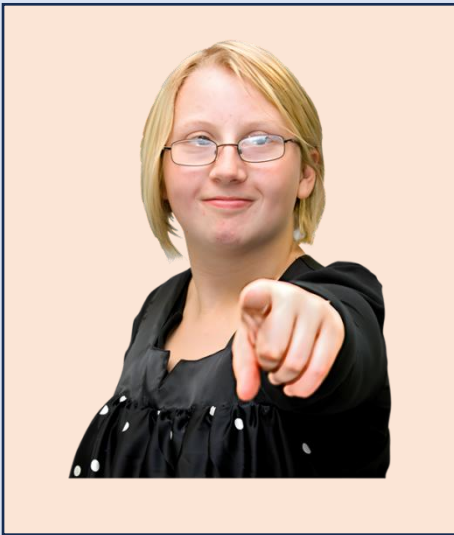
4. A Workplace where people feel Valued and Proud

We will support and invest in our staff so they feel valued, motivated and proud to work for Kare



This is how we will do this:

- **Help staff grow and develop**
We will support learning and career development so staff can build on their strengths.
- **Attract the right people**
We will recruit new staff who share our values as our services grow.
- **Support Staff wellbeing and Listen to our staff**
We will look after our staff's mental, physical and social wellbeing.
We will make sure everyone's voice is heard and valued.



What this means for the people we support:

We will make sure that we have enough people to support you to do the things you want to do.



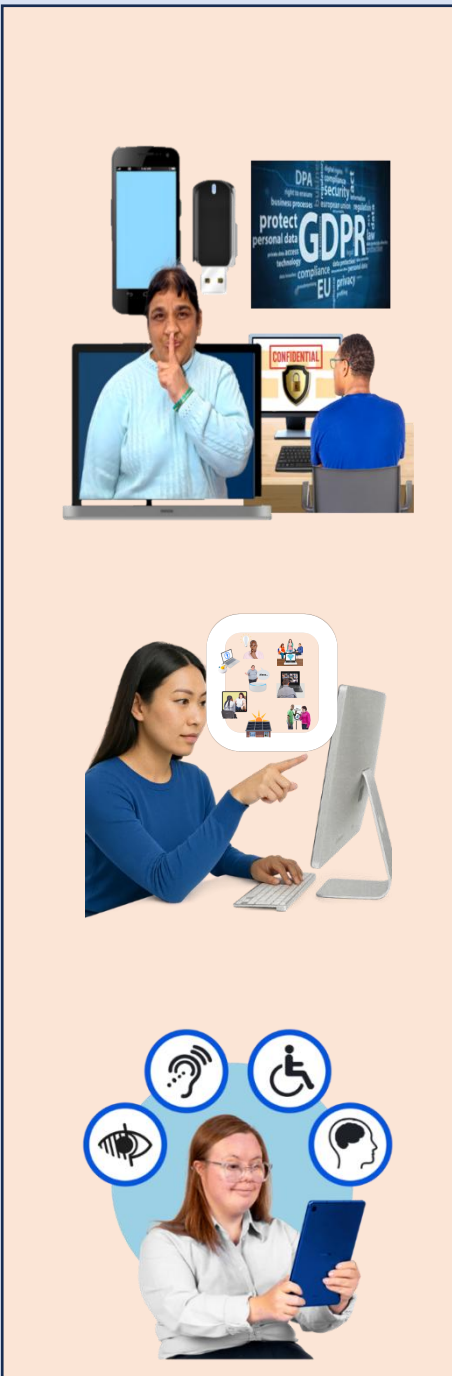
“The staff give me great support, they listen to me and speak up for me and with me”

Margaret McGarvey



5. Using Technology to improve services and supports

We will use technology to improve how we work and improve the lives of the people we support.



This is how we will do this:

- **Reliable and secure systems and Managing technology responsibly**

We will use technology that is safe, dependable and meets our needs now and in the future.

We will make sure our data and systems are handled safely and properly.

- **Support staff to use technology**

We will give staff the skills, tools and confidence to use technology in their work.

- **Use technology to improve services**

We will use new ideas and technology to keep improving outcomes and experiences for the people we support.



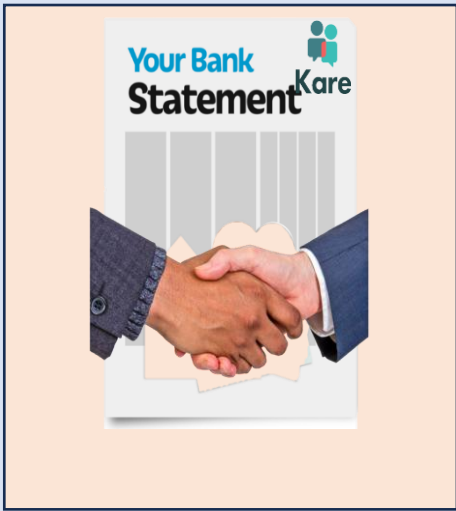
What this means for the people we support:

We will use technology to help you in your daily life and to help us do our jobs better.



“ Technology helps me be more independent in my day to day life and stay connected to people.”

Kenny Delahunt



6. Keeping Kare Strong for the future

We will make sure Kare is financially strong, long lasting and ready to grow and improve our services for the future.



This is how we will do this:

- **Finding new funding opportunities**

We will look at different ways for new public funding to help grow our services.

- **Increase fundraising and building strong partnerships**

We will strengthen how we raise funds from grants, trusts and other sources like partnerships.

We will work with others to expand our reach and better support the people we serve.

- **Act in a sustainable way**

We will include environmentally responsible practices in how we work and plan for the future.



What this means for the people we support:

We will make sure Kare has the money and partnerships it needs to keep growing and supporting more people.



“The support keeps improving and getting bigger, which makes me feel safe about what’s ahead in the future.”

Seamus Doyle



How We Listened:

The People we support:

We began at the Beyond Barriers service user conference in November 2025.

Where the people we support shared what matters most to them in their lives.

Their experiences and voices shaped this plan from the very beginning.

They are part of the plan from start to finish.

Staff:

Staff shared their experiences and ideas through surveys and workshops.

We also collected feedback from our staff through surveys and a series of workshops.

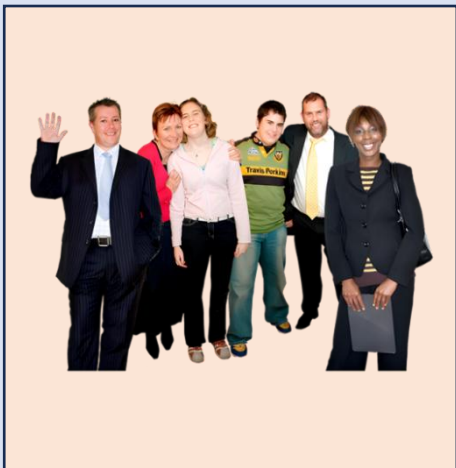
This made sure, that what they do every day in their work and their ideas helped guide the plan

Families:

We asked families for their views and ideas.

We did this by surveys and group discussions.

Their feedback showed that we are going in the right direction and what is most important.





What we heard from the People we Support:

- Work, education and relationships are important.
- We want to be listened to and have our rights respected.
- The people who support us make a big difference in our lives.
- Technology and easy-to-understand information help us be more independent.
- Feeling included and part of our community matters most.



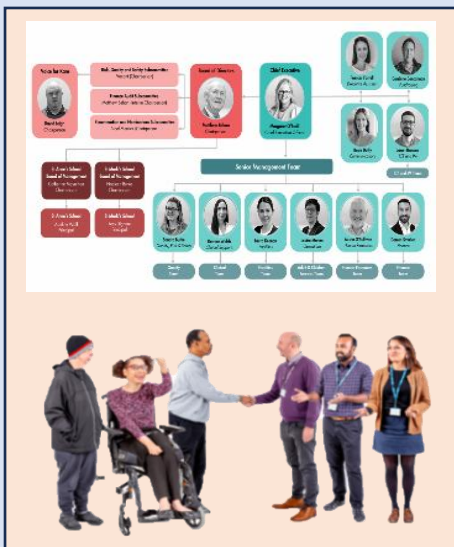
What we heard from Staff:

- Person-centred support and strong links with families and the community are really important and should continue as Kare grows.
- More people need support and their needs are more complicated. So we need to grow and improve our services.
- It is important to keep good communication and teamwork in Kare.
- Staff support and training are important and being listened to and involved in decisions.
- Technology and working with others can help us to do our work better and support more people.



What we heard from Families:

- More respite supports are needed and to be more reliable.
- Staffing shortages make it harder to provide good support.
They want to know that staff are well supported too.
- Better communication is important.
Families want to be kept informed, involved and listened to.
- Long-term housing and future planning are big concerns.
- Meaningful activities and community inclusion are very important.
- Transport and access still make it harder for people to fully take part in services and community life.



Leadership and Partners

The Kare Senior Management Team created the plan through workshops and guidance from the Kare Board of Directors.

We also consulted with people and groups we work with outside our service.

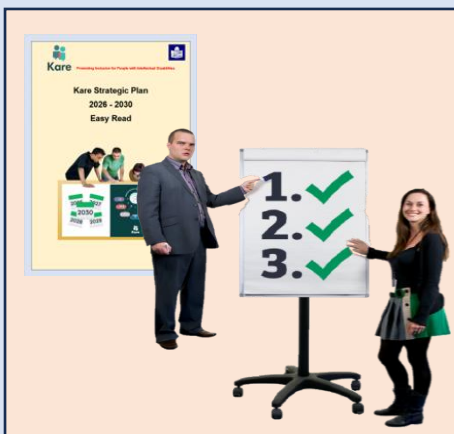
Kare will keep working with them in the future.



What comes next

This plan is just the start.

Now the real work begins.



We have a clear detailed action plan that shows:

- What we will do.
- When we will do it.
- What we want to achieve.

We will make sure we follow through on these actions and keep improving how we work.

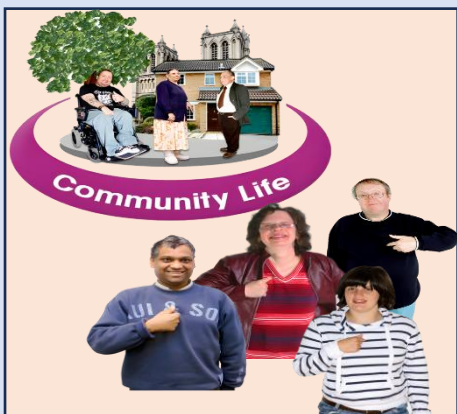


We will regularly share updates on our progress with our Board, Voice for Kare, the HSE, Funders and others we work with.

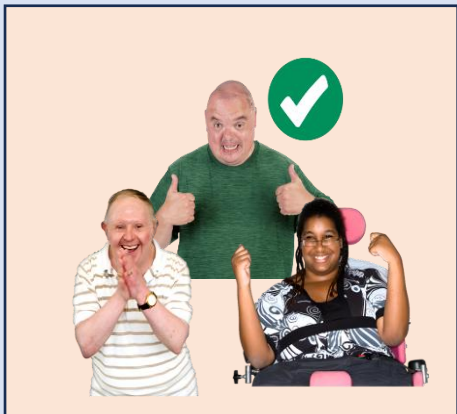
We will also keep the people we support, their families and our staff informed, involved, and listened to.



We know there will be challenges
but we are ready for them.
We have many years of experience, a strong team
and we believe in every person we support.



Kare was started in 1967 by families
who believed everyone should have a valued place
in their community.
We still believe this today and will keep working
to make it happen.



Our vision is simple:
Connected Communities where Everyone belongs
This plan is the next step towards that vision.
We are excited for the journey ahead.



This document was designed and created together
with People who use Kare Services and Voice For Kare

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Kare Strategic Plan

2026-2030



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