



Kare

Promoting Inclusion for
People with Intellectual Disabilities

**ANNUAL REPORT
& FINANCIAL STATEMENTS**

2025



COMPANY INFORMATION

Name: KARE, PROMOTING INCLUSION FOR PEOPLE WITH INTELLECTUAL DISABILITIES

A Company Limited by Guarantee

Registered Office: Newbridge Industrial Estate, Newbridge, Co. Kildare

Company Registration No: 48017 Revenue Charity No: CHY No. 5907

Registered Charity No: CRA No. 20009700

Independent Auditor: PKF Brenson Lawlor, Chartered Accountants & Statutory Audit Firm,
Morehampton Road, Donnybrook, Dublin 4

Solicitors: Beauchamp's, Sir John Rogerson's Quay, Dublin 2

Bankers: Bank of Ireland, Main Street, Newbridge, Co. Kildare

Company Secretary: HBK Secretarial Services Limited

On front cover: Nadia O'Hanlon, Fiona Tierney, John Scanlon, Caoimhin Croft, Ann Nolan, Dan Keegan, Alfie Dempsey

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In Memory



Sinéad Conlon
14/07/2025

Sinead moved through life with a sparkle that could brighten even the duller days. She was warm hearted, bubbly and full of kindness, finding joy in the simple things – a bottle of coke, a magazine, hairbands and a sneaky glass of wine.

She touched the lives of many throughout her time in Kare, and staff over the years became extended family and her comfort in her final days. Though she is deeply missed, she will be fondly remembered and memories treasured by all who knew her.

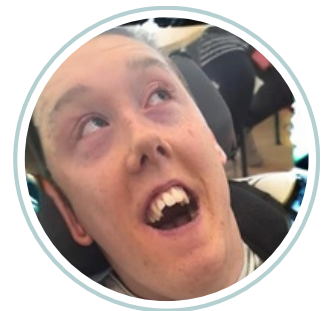
With a heavy heart we bid a fond farewell to our friend Leon, a young man who left us far too soon.

At the Lalor Centre, Leon found his people and we found him. He was the heart of the centre, his laughter echoed through the halls, his cheeky grin would lift anyone's spirits and his friendship was as genuine as they come.

Leon had the gift of bringing people together and showing that joy can be found in the simplest of things – a walk, music or a little bit of innocent mischief.

Leon spent a fun-filled eight years with us in the Lalor Centre and his absence from the centre is mentioned daily by his many friends.

Rest easy dear Leon, you will be forever missed and forever loved.



Leon O'Keeffe
16/10/25



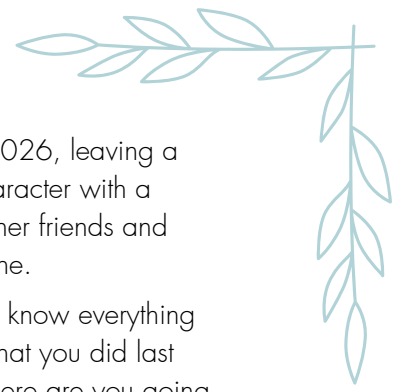
Liam Loakman
15/12/25

We remember with great fondness and gratitude our friend and colleague Liam, who served as caretaker of St Anne's School for almost 30 years. During that time, Liam became far more than a caretaker, he was a familiar, trusted and much-loved presence in the life of the school.

Liam took immense pride in his work and in ensuring that St Anne's was a safe, welcoming and well-prepared environment for pupils each day. He understood how important this was to the wellbeing of the students and worked quietly and consistently to support them.

Over the years, Liam also took on the role of school bus driver, safely and reliably bringing students to horse riding, swimming, school tours and social outings. These trips created some of the most memorable experiences for our pupils, and Liam played a key role in making them possible, always with patience, care and good humour.

He had a wonderful rapport with students and was deeply committed to the life of St Anne's. His kindness, generosity and quiet dedication touched everyone who had the privilege of knowing him. Liam will be greatly missed by staff and pupils alike, but his legacy will live on in the care he showed and the lasting impact he had on the school community.



Helen Keogh
27/2/26

Helen Keogh sadly passed away in February 2026, leaving a huge void in Tinahely local service. A great character with a strong personality, she loved her local service, her friends and staff, and she was a great advocate for everyone.

Helen was a huge part of our lives and liked to know everything that was going on, asking daily questions – What you did last night? What did you have for your dinner? Where are you going this evening? She loved to hear all the stories, have a good gossip and have the banter, especially during a game of cards.

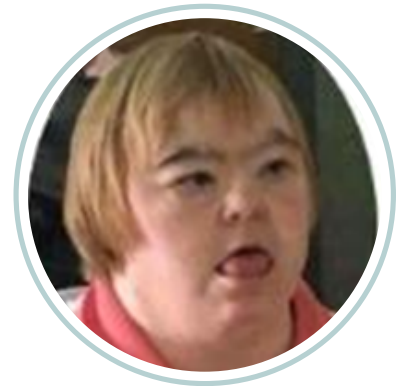
Helen was a great judge of character. She loved celebrations and was great at remembering everyone’s birthdays. Her sisters, brothers in-law, nieces, nephews and extended family were her life and she loved to talk about them all.

Helen is sadly missed by all in local service, her family and the local community of Tinahely.

Our very dear friend Stephanie was a much loved and valued member of Athy local service since the first day it opened. Stephanie loved coming to local service and did so right up until the end. Stephanie was an incredible communicator who expressed herself so clearly through her personality, facial expressions, gestures and presence. A huge character, she brought joy, laughter and warmth to everyone around her and was a huge part of daily life in the centre, watching all the goings on.

Family was everything to Stephanie and while she experienced a very difficult time following her mother’s passing, she showed great strength and resilience. Stephanie leaves behind cherished memories among all the staff who supported her in her family home afterwards. Being able to remain in her home and continue attending her local service during her final 18 months brought her great comfort and joy and were the most important aspects in her life. The care and support of her team in Kingsgrove ensured she could hold onto what mattered most and enjoy her time without her mammy.

Stephanie was deeply loved by everyone who knew her and her absence is felt hugely every day. She will always remain an important part of the history and heart of the local service.



Stephanie Murphy
1/4/26

We remember with great fondness all those in our Kare community who have passed away. Each person leaves behind cherished memories and a lasting mark on the lives of those who knew them.

Ar dheis Dé go raibh a n-anamacha



Our Year in Numbers

1,538

individuals supported*



775

staff members



43



locations in the Kare network

3,385

respite nights



45



people supported to get new jobs

74



vehicles in the Kare fleet

173



QOI qualifications (service users and staff)

€1.1m

invested in improving transport options



*includes children supported by the Children's Network Disability Team

Our Vision, Mission and Values

Following the conclusion of the 2021–2025 strategic plan we refreshed our vision and mission in 2026. The updated versions were in place at the time of publication of this annual report and are reflected here.



VISION

Connected communities where everyone belongs.



MISSION

To support people with intellectual disabilities to live the life they choose as equal and valued members of their communities.

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, flexible services that meet the needs and preferences of people with disabilities and their families.

COLLABORATION

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

Message from our Chairperson

On behalf of Kare's Board of Directors, welcome to our 2025 Annual Report.

This year, my second as Chairperson, saw a significant moment of transition in the leadership of the organisation. Deirdre Murphy departed as CEO in May 2025, marking the end of six years of dedicated and expert leadership. Kare is a stronger organisation for her time at the helm and we wish her the very best.

The Board also wishes to thank Darren Smullen, who stepped into the Interim CEO role and led through an important growth period with great skill and commitment, really getting out amongst our service users and various operational sites.

The recruitment of a new CEO was one of the most significant responsibilities the Board undertook in 2025. The process was carried out in accordance with the *Special Provision for the Recruitment of the Chief Executive Officer* as set out in Kare's Recruitment Policy. After a comprehensive assessment process, an executive search company was engaged to support us. The result was the appointment of Margaret O'Neill, who joined us on 1st October.

Margaret brings considerable leadership experience from a range of areas across the HSE, and her commitment and connection to the work have been clear from day one. On behalf of the Board, I extend a very warm welcome to Margaret and we look forward to successfully working alongside her in positively facing the challenges, known and emerging, that lie ahead for Kare.



Matthew Behan

I am grateful to every member of the Board for their time, dedication and active engagement in both Board and subcommittee work, and I thank each Director sincerely for their contribution. In 2025, we welcomed two new members – Breon Timmons who joined in September and Jason Kennedy in December, both bringing valuable experience and perspectives.

I would also like to formally acknowledge and thank Larry Moylan, Tom Lambert and Andrew Rooney, all of whom stepped down from the Board during the year. Their contribution to Kare is greatly appreciated, and we wish them well.

From a governance perspective, the Board remained closely focused on the challenges facing the organisation in 2025. Recruitment and retention of staff continues to be one of the most pressing issues – not just for Kare but across the disability and care sector in Ireland.

Growing demand for services also places real and ongoing pressure on capacity and resources. These are challenges we monitor closely and take seriously, and we remain committed to working closely with the CEO and Senior Management Team to address them in a sustainable way.

The recruitment of a new CEO was one of the most significant responsibilities the Board undertook in 2025.

The Board continues to fulfil its responsibilities in relation to financial oversight and risk management, monitoring both on an ongoing basis to ensure that Kare is on a sound financial footing and appropriate controls and processes are in place.

The conclusion of the 2021–2025 Strategic Plan was another significant milestone this year, and I am proud of what has been delivered. Work on the next strategic cycle is in its final stages, and the Board looks forward to seeing Kare’s new strategic direction come to life from 2026, with service users and families positioned at its core.

The Board met with the Voice for Kare committee in 2025, continuing our commitment to ensuring the voices of the people we support are represented and heard at all levels of the organisation. The Beyond Barriers conference in November was a particular

highlight for me – an opportunity to connect directly with the people at the heart of everything Kare does, and an important reminder of why this work matters.

I would like to thank our funders, in particular the HSE, as well as our donors, partners and supporters. Finally, thank you to the individuals, families and communities who place their trust in Kare every day.

I hope you enjoy the report.



Matthew Behan
Chairperson, Kare Board of Directors



At the Beyond Barriers conference in November with David Leigh and Margaret O'Neill

Message from our CEO

I am delighted to introduce my first annual report as CEO of Kare, having taken up the role on 1st October 2025.

I want to begin by acknowledging my predecessors. Deirdre Murphy, who led the organisation from 2019 until May 2025, leaves a strong legacy, having overseen the delivery of the 2021–2025 Strategic Plan and navigated the organisation through the COVID-19 pandemic. I am grateful to Darren Smullen, our Head of Finance, who steered Kare with steadiness and experience in the intervening months, and to the entire Senior Management Team who have been enormously generous with their time and knowledge in supporting my transition into the role.

My thanks also to Matthew Behan and the Board of Directors for their warm welcome and for the open and collaborative spirit they have shown since I joined. Engagement with the Voice for Kare committee has also been a pleasure and has demonstrated from the outset how central the voices of the people we support are to how the organisation operates.

Coming from a leadership role in HSE disability services, I was already familiar with Kare, however, discovering the full expanse of what the organisation does from the inside has been genuinely impressive. What Kare has achieved in its almost 60 years – the range of services, the quality of the teams and the community it has created – has only deepened my enthusiasm for the role and what lies ahead.

Seeing what Kare has achieved in its almost 60 years has only deepened my enthusiasm for the role and what lies ahead.



Margaret O'Neill

My first months were spent doing what matters most, which is getting out to meet our service users and the staff who support them. Visiting our local services, residential homes, schools and clinical teams gave me a real and grounded picture of the dedication that runs through this organisation.

Two events from those early months really stand out. The first was the Voice for Kare Beyond Barriers conference in November, where more than 100 people we support came together to discuss inclusion, rights and the barriers that still stand in the way of equal participation in society. Witnessing the energy in the room and seeing the confidence and purpose with which people spoke about these matters was the most powerful introduction to Kare I could possibly have had.



Speaking at the Beyond Barriers conference in November

The second event was our End-of-Year Celebration in the Keadeen Hotel, where I got to meet (and dance with!) so many service users, families and staff, and really get a sense of the community and goodwill that sits at the heart of this organisation.

Those early experiences have shaped the main focus of my time since joining, which is the development of Kare's next Strategic Plan to be launched in 2026. The plan is being built on solid foundations, informed by the conversations at Beyond Barriers, by structured consultation with service users, families and staff, and by the wider policy context, including the Government's National Human Rights Strategy for Disabled People.

It is important to us that the plan reflects the real priorities and lived experiences of the people we support, and that it sets out an ambitious but realistic course for the years ahead.

This is an exciting time for Kare. The organisation has already expanded and evolved significantly in recent years in response to increasing and changing needs across society, and that will continue. Our focus will be on delivering the existing services and supports that people depend on, while finding new and sustainable ways to meet growing and evolving needs. Central to this will be our continued commitment to our values and to keeping the person at the heart of everything we do.

I look forward to the work ahead and to playing my part in Kare's next chapter.

Margaret O'Neill

Margaret O'Neill
Chief Executive Officer



Presenting raffle prizes at the End-of-Year Celebration in December



Who We Are

About Us

1,538

children and adults supported in 2025
(includes CDNT)

At Kare, we deliver a wide range of community-based supports to children and adults with intellectual disabilities. Our goal is to support them, and their families, to create a present and future that fulfils their personal potential.

Founded in 1967 by a group of parents and friends of children with intellectual disabilities, Kare’s mission was to ensure that children with disabilities could live at home and be educated locally.

In the almost 60 years since, we have grown significantly in response to increasing demand and changing needs. Today, we provide a variety of supports to both children and adults with intellectual disabilities.

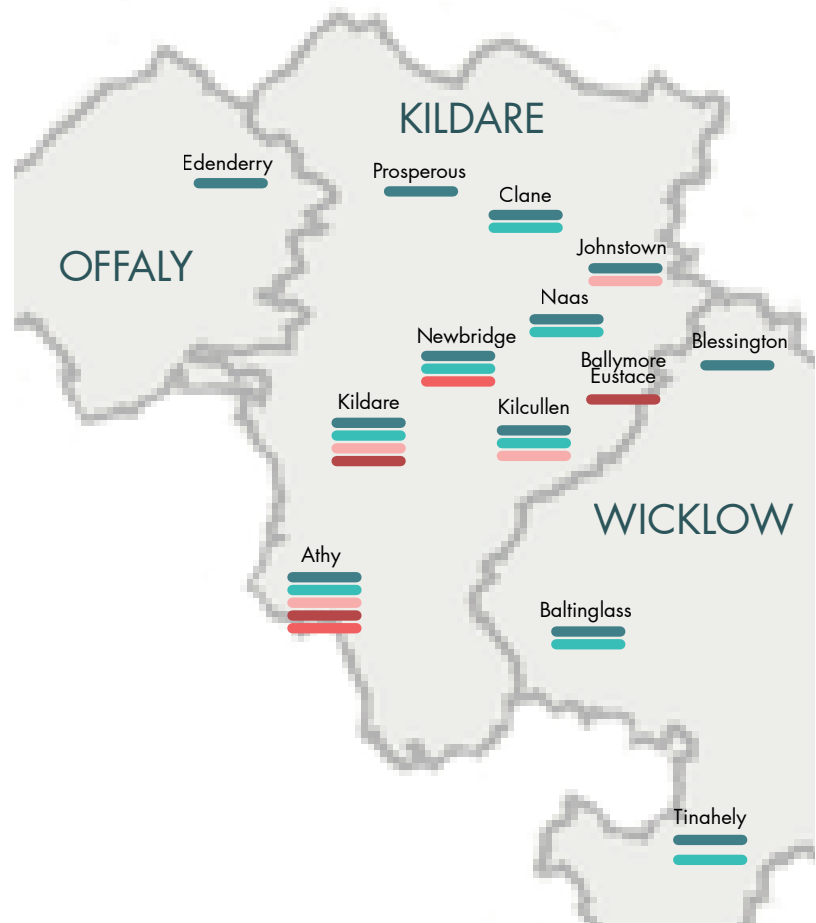
We are Patron to St Anne’s and St Mark’s special schools, and lead agency for the South Kildare West Wicklow Children’s Disability Network Team (CDNT).

Our catchment area is Mid-South Kildare, East Offaly and West Wicklow, where we provide the following services and support:

Day Service Residential Clinical Outreach Employment Respite

Our Locations

- Local service
- Residential
- Clinical service
- Respite
- Children’s service



Board of Directors

Kare's Board of Directors helps to ensure that we achieve our vision, using resources to maximum effect while upholding our values at all times.



Matthew Behan (Chairperson)

Matthew was appointed as Chairperson of the Board in 2024 and has been a Director since July 2021. A Chartered Accountant and Chartered Director, he has Board, CEO and Chairperson experience in large national and international organisations across a number of sectors.

Matthew is also Chair of our Finance Audit Subcommittee. In the voluntary sector, he has been involved with the Construction Federation Employers Pension body, the London-based Institute of Operational Risk and Clongowes Wood College.



Rebecca Bolster (Vice Chairperson)

Rebecca is a family representative on the Board of Directors since 2018 and currently Vice-Chairperson of the Board. Her son, Ciarán, attends Kare's Naas local service since graduating from St Anne's in 2001.

Rebecca's background in education, amongst other areas, helps her to represent family issues and support families, ensuring service users receive the best service to help them achieve their dreams.



Jennifer Dalton

Jennifer is a family representative; her sister Frances attends Athy local service. Currently an Emergency Medical Technician, Jennifer's background is in education and training in youth and disability-orientated services.

Jennifer joined the Board to give back and to help ensure that Kare continues to improve and provide excellent services to all service users, now and in the future.



Jason Kennedy

Jason joined the Board in December 2025 and has over 14 years' experience in information technology and cybersecurity across multiple sectors including public sector, pharmaceutical, finance and aviation.

Currently Cybersecurity Compliance and Assurance Lead with Aer Lingus, Jason brings extensive experience in information technology transformation, cybersecurity, risk management and governance.



Tom Lambert

Tom has more than 20 years' experience in operational risk management within the financial services sector and has held senior positions in the areas of internal audit and financial crime prevention.

Tom was the Chairperson of the Quality, Risk and Safety Subcommittee. Tom resigned from the Board in September 2025.



Denis Maher

Denis is Head of Corporate Partnerships for Special Olympics Ireland and has extensive experience in corporate partnerships, trusts and foundations, and major donor fundraising.

Denis has a degree in business management and a professional background in national and international sales and marketing roles within the private sector.



Noel Merrick

Noel's background is in education, as a former Principal of Naas CBS and former Chairperson of the Edmund Rice Schools Trust.

Noel is a School Building Advisor with the JMB, the body which represents voluntary secondary schools, as well as Chair of a number of Boards of Management and a member of the Kildare Wicklow Education and Training Board.



Larry Moylan

Larry joined the Board in 2023. Although he is not a family member of a Kare service user, he has a sister with Down's Syndrome.

Larry spent the last 10 years of his professional career in operational/compliance roles in the not-for-profit sector. Prior to that, he spent over 30 years in the banking sector in various operational and programme management roles. Larry retired from the Board in January 2025.



Brian Murray

Brian is a family representative on the Board. Brian's son Alan attends the day service in Johnstown.

Brian brings experience from the world of business, especially in the areas of contracts and project management.



Geraldine O'Hara

Geraldine joined the Board in June 2022 as a family member representative. Her brother Brendan receives services from Kare.

Geraldine's background is in social care, psychology, trauma, psychotherapy and management and she has worked in a variety of settings including disability services, residential care, child protection, inspection and therapeutic family support and early intervention in Ireland, England and Germany.



Caroline Prendergast

Caroline has more than 20 years' experience as a full-time carer for her two sons, both of whom are supported by Kare. Conor attends Clane local service and Adam is supported by Outreach.

Caroline joined the Board to give back to the organisation that supports her sons, to represent all service users and their families and to help ensure the growth and development of Kare now and into the future so it can continue to provide vital services to those in need.



Andrew Rooney

Andrew joined the Board in 2024 and is an experienced policy and communications professional currently working in politics.

Passionate about social justice and improving society, Andrew has worked across policy issues impacting people with disabilities, family carers and social protection. Andrew resigned from the Board in June 2025.



Breon Timmons

Breon joined the Board in September 2025 and has extensive experience at senior level across the healthcare, education and retail sectors.

Breon also brings over 10 years of experience in not-for-profit organisations with a focus on strategy development, organisational transformation and technology adoption.



Caroline Wiseman-Kennedy

Caroline joined the Board in 2024 as a family representative in order to support and contribute to the vital work that Kare carries out in the community. Her son Matthew is supported by Kare's Outreach service.

Originally trained as a general nurse, Caroline has spent 30 years working in the area of environment, health, safety and wellbeing with the last 26 years for a multi-national within the technology sector where she continues to work. Caroline also sits on the Quality, Risk and Safety subcommittee for Kare.

Senior Management Team

The Senior Management Team is responsible for the day-to-day running of the organisation and implementation of our strategic plan.

Margaret O'Neill | Chief Executive Officer

Margaret joined Kare as CEO in October 2025. She is a registered dietitian with more than 30 years' experience in frontline, national and senior management roles in the HSE, previously as Head of Disability Services for the HSE Dublin and Midlands region.

Margaret has extensive knowledge and experience in the disability sector as well as from other roles including General Manager in Mental Health and National Dietetic Lead, a strategic role in health and wellbeing which she held for seven years.

With a focus on improving services throughout her career, Margaret has Green Belt in Lean Six Sigma and holds a Professional Diploma in Strategic Transformational Leadership in Healthcare from University College Cork.

Margaret values the opportunity to engage directly with service users and families, and to see first-hand the impact Kare has on people's lives.



Sandra Burke | Head of Quality, Risk and Safety

Sandra has led the Quality, Risk and Safety department at Kare since 2020, overseeing areas such as health and safety, data protection, auditing and complaints. With prior experience in local and residential services at Kare and leadership roles in quality and frontline services at WALK in Dublin, she brings strong understanding and experience of the sector.

Holding an Honours Degree in Applied Social Care and a Master's in Strategic Quality Management, Sandra values continuous learning and meaningful engagement with service users, staff and families to drive improvement.



Laura Keenan | Head of Facilities and Transport

Laura has managed facilities and transport at Kare since 2023, leading a team responsible for maintenance, capital projects, property management and transport.

Before working at Kare, Laura spent 12 years working in New Zealand, including as Infrastructure Manager with the Ministry of Education and Manager of Property at New Plymouth District Council. Originally trained in property consultancy with a BSc in Property Economics, Laura also holds a Higher Diploma in Primary Teaching.

Passionate about making a tangible difference, Laura finds the greatest satisfaction in improving the lives of the people Kare supports, whether it's a freshly painted room, a new home or improved transport.



Louise Mahon | Head of Operations

Louise has been involved with Kare for over 30 years in a variety of roles, having started as a volunteer. With a background in social care and management, Louise now manages Kare's Operational Services and Supports, overseeing children's preschool and respite, as well as adult day, residential, and respite services.

Louise is passionate about person-centred service delivery and committed to continuous improvement and innovation. The highlight of the role for Louise is hearing directly from individuals about their achievements, such as starting a new job, moving into a new home or celebrating a milestone.



Darren Smullen | Head of Finance

Darren is a qualified accountant with 20 years' experience working in finance, compliance and audit across many sectors, most notably the not-for-profit sector. Darren joined Kare's finance team in 2018 and is responsible for managing the finances of the organisation.

Darren values supporting the organisation in achieving its mission and strategic objectives through strategic financial planning and effective financing solutions.



Austin O'Sullivan | Head of Human Resources

Austin brings more than three decades of senior-level expertise in human resources, organisational development, and project management across the public, private and not-for-profit sectors. A Chartered Fellow of the CIPD (FCIPD), he is a results-driven and engaged leader with a strong commitment to fostering values-based cultures that support both organisational goals and employee wellbeing.

Austin joined Kare with a passion for inclusive, person-centred services and continues to contribute to the development of a positive and supportive working environment for all staff.



Deirdre Walsh | Head of Clinical Services

Deirdre is a qualified Speech and Language Therapist with an MSc in Clinical Speech and Language Studies, and has worked in the disability sector for 16 years. Part of Kare's Speech and Language department for 11 years before joining the Senior Management Team in 2025, Deirdre brings experience across children's disability services, acute care and community settings.

Deirdre oversees the delivery of high-quality, person-centred clinical services. A passionate advocate for human rights, she is committed to empowering individuals with intellectual disabilities to make informed choices and have meaningful control over their lives.



Voice for Kare



Voice for Kare (VFK) is the advocacy group for Kare service users.

It was established in 2008, after it was identified that Kare's service users had no formal setting to meet with Kare management. An advocacy project resulted in the creation of the VFK Committee.

Today, VFK consists of three key elements: the VFK Committee, VFK Representatives Group and VFK Local Area Groups. Since 2022, VFK is supported by Kare's Quality team.

Beyond Barriers conference

The biggest highlight of the year was our conference. It was Kare's first service user-led advocacy conference. It took place in November at the Killashee Hotel in Naas, Co. Kildare.

More than 100 people who use Kare's services came, along with invited guests.

The conference was about inclusion, rights and action. The focus was on breaking down barriers that stop people from having equal rights and opportunities.

There were short videos and easy-to-read presentations. Some of the topics were:

- Inclusion and accessibility
- Assistive technology
- Supported employment
- Respect
- Education
- Online dating

Guests also discussed:

- What would an ideal country look like?
- How can everyone's rights be supported?
- How can we turn ideas into real action?

The ideas shared will help:

- VFK choose our main goals
- Shape Kare's next strategic plan
- Make sure service users guide future decisions

VFK's role in the conference was:

- Helping to plan the event
- Creating guidelines to make presentations accessible
- Reviewing all presentations in advance and giving feedback
- Helping with registration
- Taking part in videos and presentations
- Introducing speakers
- Leading group discussions
- Explaining what VFK does and encouraging others to join





Other highlights in 2025

LEAP update

We redesigned the VFK section of the Kare LEAP platform so it is more user-friendly and accessible, with more videos and less text.

People can now watch video minutes from VFK meetings and download easy-to-read minutes.

New Directions review

The HSE's New Directions policy supports people with disabilities who use adult day services. It sets standards for seven different themes:

- Themes 1, 2 and 3 are about the support people receive
- Themes 4, 5, 6 and 7 are about how services are managed

Service users rated how well Kare is meeting these standards and Voice for Kare reviewed themes 4 to 7. The results will help improve Kare's services.

Accessible information

The VFK Accessible Information page on LEAP now has 28 topics, with short videos, and easy read documents. We helped to design and review many accessible documents during 2025, such as:

- Managing Service Users' Money
- End of Life Planning
- Managing Complaints
- Residents' Guide
- Kare information book
- New Directions accessible video

Plans for 2026

1. Create a VFK Strategic Plan to set goals and actions for the next three years
2. Make more information accessible by continuing to review and improve policies and videos
3. Grow membership by encouraging more people to join VFK
4. Build partnerships by working with other advocacy groups

Summary

2025 was a year of leadership, inclusion, accessibility and action for VFK. The committee played a strong role in making sure the voices of people who use Kare services are heard and guide the future.



Members of Voice for Kare and the Board of Directors at a meeting in February

Voice for Kare committee

David Leigh (Chairperson)

David has been with Kare for many years and on the VFK Committee since it started in 2008. In 2024 he was voted in as the new Chairperson.

Passionate about Liverpool Football Club and Neil Diamond, David also has a huge interest in politics.

David is hardworking and always happy to get involved and help other people.



Marcus Baldwin (Deputy Chairperson)

Marcus has been with Kare for 10 years. He loves his involvement in VFK and the work that the committee does, including reviewing accessible information and meeting his fellow VFK reps.

Marcus is very proud of his sporting achievements in bocce, swimming and soccer. A keen Manchester United supporter, he also likes wrestling, gaming and YouTube.



Lisa McNabb (Secretary)

Lisa has been supported by Kare's Outreach team since 2023.

She enjoys meeting up with the VFK committee and her role as Secretary.

Lisa likes working on her laptop and writing. Her favourite TV programme is *Friends*.



Conor Butler (Committee Member)

Conor has been with Kare since 2021. Conor was previously a VFK Representative for Prosperous before joining the VFK Committee in 2024.

Conor loves contributing to VFK business. He also enjoys playing sports and watching Harry Potter movies and Coronation Street.



Michael Connolly (Committee Member)

Michael has been with Kare for several years. Michael enjoys being a VFK Committee Member and having his voice heard on any issues or concerns.

A keen follower of Dublin GAA, Leinster rugby and Manchester United, Michael is proud of his own achievements in boxing and swimming, as well as his job in Centra.



Seamus Doyle (Committee Member)

Seamus has been part of Kare since 1989, serving on the VFK Committee since 2008. Seamus likes that he can speak out and give his opinions on topics and issues.

He has met with Kare's Board of Directors on behalf of VFK.

Seamus loves his job in his local garage. He is easy to talk to and a good friend.



Margaret McGarvey (Committee Member)

Mags has been with Kare since its early days, and on the VFK Committee since it started in 2008.

Mags listens to people and is dedicated to the VFK Committee. She loves that changes can be made through VFK.

Some of Mags's past-times include crafts and socialising.



Eoin O'Malley (Committee Member)

Eoin is an artist who displays his work in galleries all over the country.

Eoin is passionate about his involvement with the VFK Committee.

He has a good sense of humour.



Padraig Reilly (Committee Member)

Padraig has been with Kare for many years.

Previously a VFK Representative for Blessington local service, Padraig has been a great addition to the VFK Committee since his election in 2024.

Padraig is a person who is never shy in giving his opinion. He loves ten-pin bowling and is a great singer.



Peter Trueman (Committee Member)

Peter joined the VFK committee in January 2025 because he wanted to use his voice to speak up for himself and his friends in Kilcullen.

He enjoys tai chi classes and watching *The Simpsons*. He has his own baked goods business 'Pete de Chef' providing cakes and buns to local businesses. He loves travelling to Greece and topping up his tan.



Beyond Barriers

VOICE FOR KARE'S FIRST CONFERENCE



“ Today is about breaking down the barriers that stop people from having equal access, opportunities and rights. ”

David Leigh (left), Chairperson, Voice for Kare

On 5 November 2025, more than 100 people with intellectual disabilities gathered at Killashee Hotel in Kildare for Beyond Barriers: Inclusion, Rights, Action — a conference led by Voice for Kare, the advocacy group representing the people who use our services.

The day was opened by David Leigh, Chairperson of Voice for Kare, alongside welcomes from Kare's CEO Margaret O'Neill and Board Chairperson Matthew Behan. Sessions were delivered by service users, Kare staff and invited external speakers, covering topics including assistive technology, accessibility, education, employment and relationships.

The day concluded with the launch of Kare's Safe Online Dating video, created by and starring people who use our services.



Voice for Kare played a central role in planning the event, reviewing all presentations in advance to ensure the content was accessible and engaging. The committee also produced short introductory videos and easy-read materials in preparation for the day.

Running throughout the day was a creative exercise inviting delegates to design an imaginary country where everyone could participate fully — sparking lively table discussions around the day's themes.

The findings will feed directly into Kare's next strategic plan, ensuring the priorities of the people we support are reflected in our future direction.

The conference was generously sponsored by FBD Hotels and Resorts, who provided the venue and catering at Killashee Hotel.





What We Do

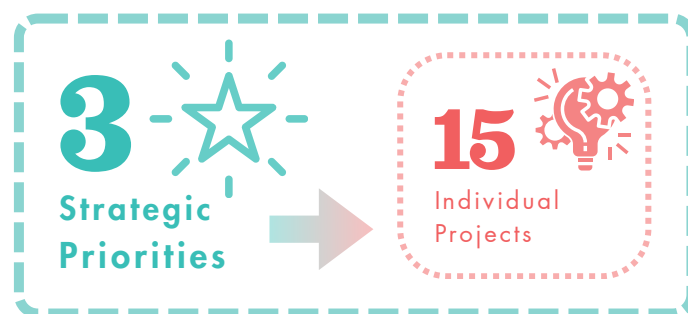
Update on Strategic Priorities

Our strategic plan, 'Inclusion, Innovation, Inspiration', launched in 2021 and concluded at the end of 2025. Developed through an extensive consultation process, the plan reflected the perspectives of the people we support and their families, Board members, funders, staff and other key partners, who had provided their input through a consultation event and series of workshops.

The plan was structured around three priority areas and 15 objectives, each supported by a dedicated project team drawn from across Kare, including people we support, staff, family members and representatives from external agencies where relevant.

Each project had a formal charter which outlined the purpose of the project, its defined objectives, and a clear articulation of what success would look like. Project teams were responsible for translating the strategic objectives into practical and measurable steps that would guide implementation, with support and mentorship from members of the Senior Management Team, who provided oversight, guidance and strategic alignment throughout the process.

A high-level review of the plan's implementation was carried out by our internal auditors, Forvis Mazars, resulting in a rating of substantial compliance. This reflects the strength of the governance, monitoring and reporting processes in place, and gives us a solid foundation as we move into the next strategic planning cycle.



Conclusion of the plan

In 2025, we focused on bringing the plan to a close and consolidating learning from across the 15 project teams. This involved completing remaining actions, finalising outstanding deliverables and ensuring all projects concluded in a structured way.

Each project team completed a formal review, reflecting on their implementation process, achievements, challenges and key outcomes. The findings were collated and analysed to produce a comprehensive Lessons Learned report, which was presented to project teams in May 2025. This report provided valuable insights into what worked well, what could be improved, and how future strategic work might be structured. It subsequently informed the early stages of planning for the next strategic cycle and these recommendations are being carefully revisited in the next strategic plan.

By the end of 2025, all 15 projects had formally concluded – a significant achievement that reflects the commitment and collaborative effort of project teams, staff, people we support, families, Board members and external partners.

Key achievements

Strategic
Priority **1**

Further Develop Individualised Supports to Meet the Needs of the People we Support as Effectively as Possible

Project 1: Individualised Planning

- We completed a position paper with recommendations for delivering individualised planning.
- We developed new policies for individualised planning in different services which were launched and implemented in 2025.

Project 2: Supported Employment

- We carried out a research review which confirmed that our model aligns with best practice, is innovative and ensures access for all people regardless of disability level.
- We now support more than 200 service users in paid employment of their choice in the open labour market.
- We successfully applied for funding from the WorkAbility: Inclusive Pathways to Employment Programme, co-funded by the Government of Ireland and the European Union, and commenced the project in 2025.

Project 3: Community Engagement

- We created a dedicated Social Inclusion Officer role, which is focused on building relationships and collaboration with other organisations across the community and sector.
- We developed a social inclusion model and policy which was rolled out to staff.

Project 4: Transport

- We developed a transport strategy for 2024–2027 which is now in place with a supporting action plan.
- Since 2021, we have invested €1.8 million in our vehicle fleet.
- 85% of vehicles are now less than ten years old, improving reliability and reducing repair costs.
- We established transport as a dedicated fundraising priority, supporting the ongoing renewal of the fleet.

Project 5: Property

- We developed a ten-year property plan which was approved by the Board.
- We carried out independent building surveys across the entire property portfolio.

Project 6: Housing

- We established a Housing Needs database.
- We developed a compatibility assessment to support more effective matching of individuals to suitable housing options.

IMPACT

Supported Employment (project 2)

In 2025, as part of the WorkAbility grant, we launched Project Pathways. It is a traineeship programme in partnership with Midlands Park Hotel, creating new supported employment opportunities for young people with intellectual disabilities.

Trainees rotate across departments including Food and Beverage, Accommodation and Leisure, building skills, confidence and independence in a structured, supported workplace environment. The programme started in October 2025 and supports four participants over nine months, with plans to expand programme capacity in 2026.

Part of our Stepping Stones to Employment programme, Project Pathways is co-funded by the Government of Ireland and the European Union under the WorkAbility grant. It builds on an existing partnership with Midlands Park Hotel, which already employs people supported by Kare.

Early feedback has shown strong integration of participants and positive outcomes for both trainees and the workplace. Building on the success of this model, we plan to roll out Project Pathways across additional workplaces in 2026, further expanding supported employment opportunities and helping more people to access and sustain meaningful work.



L-R: Will Cribbin (Employment Officer, Kare), Declan Baker, Celine Chelariu (Project Pathways participants), Saoirse O'Connor (HR department, Midlands Park Hotel), Stephen Travers (Project Pathways participant) and Rachel Dooley (HR department, Midlands Park Hotel)



Rialtas na hÉireann
Government of Ireland



Arna chomhchistiú ag
an Aontas Eorpach
Co-funded by the
European Union



This project is co-funded by the Government of Ireland, through the Department of Social Protection, and the European Union.

Strategic
Priority **2**

*Strengthen Children's and Young People's Services to Optimise
Inclusion and Opportunity*

Project 7: Respite

- We opened a new children's respite house.
- We further enhanced our alternative respite offering in response to increased demand, including children's camps.
- In 2025, we provided 3,385 respite nights to children and adults.

Project 8: Progressing Disability Services

- As lead agency for the South Kildare West Wicklow Children's Disability Network Team (CDNT), we continued to deliver services in line with the national Progressing Disability Services model throughout the lifetime of the plan.

Project 9: Supporting 18–30 Year Olds

- We established a dedicated Transition Planner role, providing a direct and ongoing link to families as young people move from children's services to adult services.
- We developed accessible information material to support individuals transitioning to local services.
- We produced a Safe Online Dating video in collaboration with people we support, which has been shared as a resource across our services and the wider sector (see below).

IMPACT

Supporting 18–35 year olds (project 9)

In 2025, we supported the development of a new online dating safety video, co-created by service users to provide practical guidance on building safe and positive relationships online.

The resource responds to the needs of younger adults, recognising that many people with intellectual disabilities are using dating apps and social media in the same way as their peers. Drawing on lived experience, the video offers clear, accessible advice on staying safe while supporting independence, confidence and informed decision-making.

Developed with support from our Outreach team, in collaboration with filmmaker Sam Whelan-Curtin and funded by Rethink Ireland, the project combines user-led insight with professional production to create an engaging and relevant resource.

Launched at the Beyond Barriers conference, the video is now available online, supporting wider access to information that promotes dignity, safety and inclusion in relationships.

Click to watch
the video!



Strategic
Priority **3**

Strengthen Kare as an Organisation to Ensure we are Best Placed to Provide the Highest Quality Services

Project 10: Fundraising

- We created a dedicated Fundraising Manager role, and have since exceeded our fundraising targets year-on-year.
- We developed and executed multiple fundraising campaigns and continued to build corporate partnerships.
- See further details in the [Fundraising update on page 89](#).

Project 11: Structures and Systems

- A review of our organisational structures and systems concluded that these were appropriate and fit for purpose for the scale and nature of our work throughout the lifetime of the strategy.

Project 12: Communications

- We established a dedicated Communications Manager role and developed a communications strategy, implemented across the organisation.
- Investment in this area has brought greater consistency, professionalism and reach to how we communicate.

Project 13: Supporting staff

- We developed our People Plan for 2024–2026 and refined and relaunched our organisational values.
- We rolled out a new Staff Annual and Interim Review and Reflection process, with training provided for all staff.
- We achieved Excellence Through People certification (see next page).
- See further details in the [HR update on page 88](#).

Project 14: Communicating with families

- We held focus groups with an external facilitator and developed a report with recommendations to inform our communications approach with families from 2026 onwards.
- Engagement levels were lower than anticipated, and the learning from this will also shape how we approach family involvement going forward.

IMPACT

Supporting staff (project 13)

In 2025, we were awarded Gold Certification in the Excellence Through People (ETP) programme, Ireland's national standard for human resource development, recognising our commitment to staff development, wellbeing and organisational culture.

The award followed a rigorous independent assessment, including four days of on-site evaluation and interviews with staff across the organisation. The process examined how Kare supports, develops and engages its workforce, and how this contributes to the quality of services provided.

Feedback from the assessment highlighted a strong, positive working environment, with staff reporting that they feel supported, treated fairly and aligned with Kare's values and purpose.

This achievement reflects our ongoing focus on supporting staff to develop and progress in their roles, ensuring they are equipped to deliver high-quality, person-centred services.



L-R: Fiona O'Neill (Senior HR Officer), Margaret O'Neill (CEO) and Austin O'Sullivan (HR Manager)

Project 15: Research

- We provided research support across the plan, contributing evidence, analysis and insight to inform project development and implementation.
- This included supporting individual project teams with gathering relevant data, carrying out mid-point surveys with people we support, families and staff, and presenting findings to inform decision-making throughout the plan's lifecycle.
- At the conclusion of the plan, we produced an end-of-plan research paper drawing together key findings, reflections and insights from across the five-year period, contributing to the overall evaluation and informing the next strategic planning cycle.

Challenges and lessons learned

While the strategic plan achieved a high level of completion, a number of challenges were encountered during its lifecycle. These challenges primarily related to resources, time, systems for tracking progress, and variations in skills and experience across the organisation.

- Resource availability was a key factor, as many of the project teams were carrying out strategic work alongside their core operational responsibilities. This sometimes limited the capacity available to progress certain actions within planned timeframes. Similarly, time constraints presented challenges, particularly where projects required coordination across multiple departments or stakeholders.
- The use of an Excel-based tracking system to monitor progress also presented some limitations. While it provided a central record of actions and updates, it could be difficult to maintain consistently across multiple teams and did not always allow for real-time visibility or easy collaboration.
- Varying levels of project management and strategic planning skills across the organisation also presented a challenge. While training and mentoring were provided, some teams required additional support to translate strategic objectives into detailed actions and to monitor progress effectively.

The insights gained from navigating these challenges have been fed directly into planning for the next strategic cycle, helping to ensure that future structures, tools and supports are better matched to what delivery requires in practice.

Our next strategic plan

Work on our next strategic plan began in 2025, building on the learning, experience and outcomes of the 2021–2025 cycle while taking account of the evolving needs of the people we support, their families, staff and the wider sector context.

The groundwork for this process is drawing on a number of key sources: the in-depth strategic review carried out by the Board and Senior Management Team, findings from the internal audit of governance and monitoring processes, and the Lessons Learned report developed from the 15 project team reviews. Together, these provide a strong evidence base to guide future priorities.

Developing the next plan involves meaningful consultation with a wide range of stakeholders, including the people we support, their families, staff, Board members, funders and external partners. This is being done through workshops, consultation events, surveys and focused discussions. We will also consider how to strengthen the structures and tools that support implementation, monitoring and reporting, informed by the practical experience of the previous cycle.

Our aim is a plan that is ambitious but realistic, grounded in what we have learned and clearly focused on promoting inclusion, innovation and quality outcomes for the people we support.

Our Services



Children's Services



For children, our goal is to provide safe and nurturing spaces where they can learn and develop at their own pace. In our Early Years pre-school, as well as St Anne's and St Mark's special schools which we are patron to, the aim is to embrace the unique abilities of every child and work to ensure they have the opportunities they deserve.

We also provide clinical supports to children with disabilities in Dublin South, Kildare and West Wicklow, as lead agency for the Children's Disability Network Team (CDNT) for the area.

EARLY YEARS

Our Early Years specialised preschool in Newbridge supports children between 3 and 6 years of age who require specific care and supports for their cognitive and physical development.

Early Years is a registered pre-school with the Tusla Early Years Inspectorate and in 2025 had 27 children enrolled.

We also have a team who assist children requiring some additional supports to attend their local preschool. In 2025, we supported eight children in mainstream pre-schools.

Annual Early Year summer party and graduation ceremony for families and friends



Christmas party with a very special guest!



CHILDREN'S SHORT BREAKS/ RESPITE

We provide short break and respite services for children across two dedicated respite houses. We also offer alternative respite through our Saturday Clubs and seasonal camps throughout the year.

Our camps held at Easter, summer and Halloween have been a great success, giving children the opportunity to spend time together, make new friends and try activities they might not otherwise get to experience, as well as providing key support to families during holiday periods.

2025 brought a special highlight at our children's respite house in Athy, where a team of volunteers from Amazon's SNN5 fulfilment centre carried out a programme of improvements including painting, sensory lighting and the installation of outdoor play facilities.

1,540
respite nights
provided to
children in
2025



*Saturday club
and camp
activities*

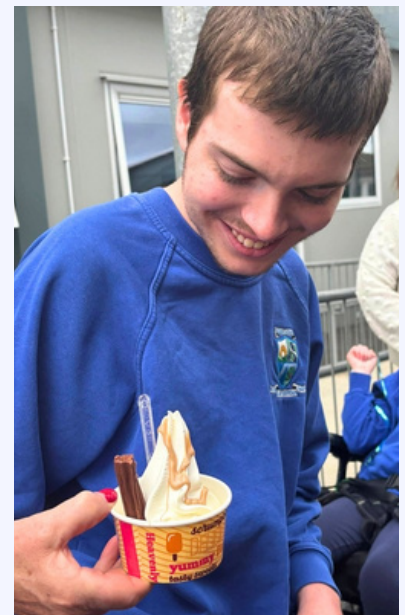


ST ANNE'S

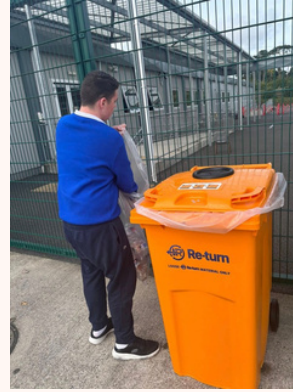
St Anne's School was established in 1967 and is located on the edge of the Curragh. It is a co-educational school for pupils between the ages of 4 and 18 who have been assessed as having either a moderate or severe/profound general learning disability.

It aims to give the children a caring and inspiring academic atmosphere to enable them to achieve their full potential, offering a curriculum which is broad enough to meet the wide range of special educational needs whilst having enough depth to challenge all pupils.

Active Week at St Anne's plus a visit from the ice cream van



St Anne's newly-established Parents' Association hosted events and set up a Re-Turn Scheme, helping to provide iPads and other equipment for the school



Sensory play and an exciting visitor in December!



ST MARK'S

St Mark's Special School is located in Newbridge, providing education for students up to age 18 with mild general learning difficulties in an empowering and supportive environment. Since its establishment in 1974 the school has catered for more than 900 students, with 109 students enrolled in 2025.

During 2025, the school completed its campus redevelopment, a significant multi-year project which was funded by the Department of Education and Youth (DEY) and procured and delivered by the National Development Finance Agency (NDFA).



First year horticulture students visit Lidl Farm Experience





Fun and games!



Pizza-making lessons at Milanos



Christmas Dinner day



CHILDREN'S DISABILITY NETWORK TEAM

Children's Disability Network Teams (CDNTs) are interdisciplinary clinical teams across Ireland that support children with complex needs. Kare is the lead agency of the CDNT for South Kildare West Wicklow (SKWWW), with the majority of clinicians and support staff on the team being directly employed by Kare.

The CDNT supports the complex needs of children aged 0–18 years with a wide range of developmental differences and disabilities, including but not limited to intellectual disability, physical disability, autism, Global Developmental Delay, genetic syndromes, ADHD, epilepsy and mild mental health difficulties.

Our CDNT operates out of two HSE Primary Care Centres, one in Kildare Town and the other in Athy. More information about the CDNT is available at www.cho7cdnt.ie.

How the CDNT works

CDNTs use a family centred practice approach, which is different to the traditional medical approach. The family centred practice approach recognises that children develop and learn through daily life and activities with their family, school or pre-school, and supports families to make the most of these everyday

learning opportunities to help the child reach their full potential.

The CDNT works with each family to create an Individualised Family Support Plan (IFSP) which sets out the goals and priorities for the child.

The CDNT then recommends supports tailored to each child and family based on the goals identified through the IFSP. These supports are matched to the specific needs of the child and may involve trying different approaches to find the most effective one. Children may benefit from one or a combination of these approaches, depending on their unique needs.

There are three main types of supports:

- Universal supports, such as information sessions and workshops, aim to empower families and are available to all service users, including those on waiting lists.
- Targeted supports involve group work for children with similar needs and provide a collaborative space for parents to learn and share experiences.
- Individual supports are offered when appropriate to support a child's needs such as orthotic clinic, motor management clinic and school/home visits.



How the CDNT provides its services

CDNT 2025 update

Caseload and staffing

In 2025, our CDNT supported an open caseload of 917 children and families, with 272 new referrals received and 98 Assessments of Need (AONs) completed for the HSE.

The CDNT was staffed by clinicians and therapy assistants across psychology, occupational therapy, physiotherapy, speech and language therapy, social work and nursing, supported by a small administrative team. Staffing levels fluctuated throughout the year due to recruitment and retention challenges, as well as leave entitlements.

Since its establishment in 2014, the number of children and young people accessing the service has increased significantly, driven by population growth and a sustained rise in demand for children's disability services. This continues to place considerable pressure on the team, and recruitment and retention of clinical staff remains an ongoing challenge. Despite these pressures, clinicians have demonstrated strong commitment to delivering high quality care and managing complex and growing caseloads with professionalism and dedication.

Calendar of events

The CDNT provides a bi-annual calendar of interventions and supports, outlining universal and targeted supports that families can register to attend.

During 2025, the team reviewed the relevance and value of its interventions and introduced several new initiatives, including multidisciplinary drop-in clinics and a dedicated social work drop-in clinic to improve accessibility and responsiveness to family needs.

Further developments included:

- A Fun Connections group for children, offering opportunities for peer interaction, community participation, and gross motor skill development within a fun, inclusive environment.
- A Baby Pathway group for parents and infants, providing an opportunity for the multidisciplinary team to monitor development across key domains, including gross and fine motor skills, play, sensory processing, weaning and communication. The group also facilitates peer support, enabling parents to connect and share their lived experiences.
- A Sensory Processing Coffee Morning, facilitated by the occupational therapy team, offering families practical sensory strategies and resources.
- Supervision provided to final year students across speech and language therapy, physiotherapy and psychology during their practice education placements with the CDNT.

Family Forums

Family Forums give families receiving or awaiting CDNT support the opportunity to share ideas, raise issues and contribute to service development. Every two years, parents elect family representatives to liaise with the CDNT Manager and participate in the wider CHO7 Family Representative Group. The forums also provide updates on services and support networking and information sharing among families.

Adult Services

Our services for adults aim to be supportive environments where individuals can thrive. From our day, residential and outreach services helping people to lead a life of choice, to our respite services providing essential care, we strive to ensure that every individual receives the support they need. Our employment support initiatives help individuals find meaningful work, while our clinical support teams provide tailored care and assistance beyond our regular facilities.

DAY/LOCAL SERVICES

We operate 14 local day services across Kildare, East Offaly and West Wicklow, supporting 329 people in 2025. Our day services run from Mondays to Fridays, providing people with opportunities to meet others, participate in activities of their choosing as well as learning and developing.

329

individuals
supported in day
services in 2025

Highlights in 2025



*Academy Street
presenting
Teach Dara with
proceeds raised
from their ice
cream party.*

*Drumming
workshop enjoyed
by people from
Kilcullen,
Newbridge and
Athy local services*





Michael and Mark from Tinahely local service at a coffee morning to promote Arklow as an autism friendly town



Patricia and Geraldine from Athy local service attending a weekly computer class in the FET centre



Since October 2025, Siel Bleu Ireland has delivered a weekly exercise class at the Lalor Centre, led by instructor Shannagh. The inclusive sessions are adapted for all abilities, are consistently well attended, and are funded through fundraising by the Lalor Centre.



Lucy from Newbridge local service performing at the Camphill Choir's Christmas concert



“I like working with Dermot, it makes me happy.”

Thomas began weekly art sessions with art therapist Dermot to achieve his goal of learning to paint. He has developed new skills and his piece 'Autumn Leaves' was selected for the Kare 2026 calendar.

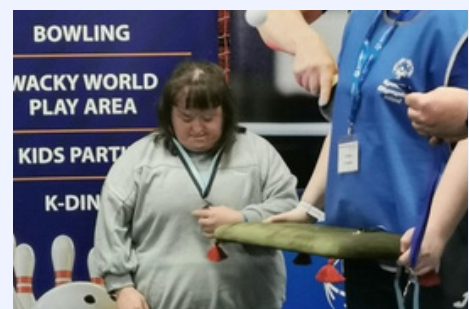
Arts and crafts at Tully Road

Thanks to a dedicated arts and crafts grant, Tully Road local service enjoyed a wonderful programme of creative workshops in 2025, facilitated by Marie's Creations.

Participants worked on a variety of projects throughout the year, including laser-cut miniature wooden replicas of local Kildare landmarks, celebrating the places that are part of everyday life for the Tully Road group. Our artists invited the local businesses featured in for tea, coffee and treats to view the laser crafts. The group also took part in felt workshops and a mosaic project, with everyone coming together to create a mosaic of the Kare logo that now takes pride of place in Tully Road.



*Katie and Colin
from Academy St
receiving medals
for bowling*



Tully Road taking part in community gardening in Teach Dara



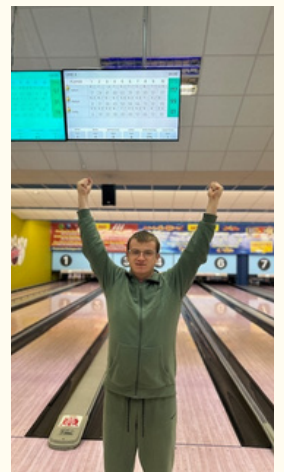
Jennifer baking in Clane local service



Kerri-Ann from Academy St supporting Daffodil Day in the local community



Gillian from Clane local service at a flower arranging event

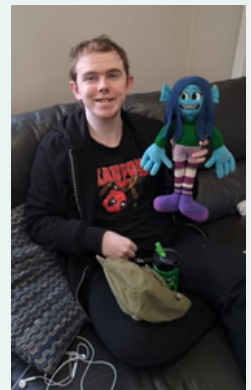


Newbridge local service outings

Kilcullen local service outings



Helen, Ann and Michelle from Tinahely local service enjoying a day out in the Delta sensory gardens in Carlow



A new purpose-built unit in Athy local service, creating additional space to welcome new service users Clodagh and Ryan



A Clane local service boys' day out to Emo

Eoin O'Malley from Baltinglass local service was selected for a solo exhibition at the Clifden Arts Festival, where his series of paintings based on the named storms of 2021–2022 was exhibited to strong acclaim.

Building on this success, he secured a further public art award from Wicklow Arts Office, enabling him to realise his work on a larger scale. This included a billboard and media campaign launched at the Mermaid Arts Centre in Bray, alongside a screening of his 2024 wheel-painting event Tracks and a live performance. The campaign brought Eoin's work to a wider audience across locations including Arklow, Bray, Rathmines and Pearse Street Station.



Gillian and Deborah from Clane local service at Powerscourt on a summer day



Colette celebrating her retirement from the Carmelites after 20 years



What started as an activity sampling session has grown into something new. In October, Pat Doyle, Cathal Timoney and Gavin Morris began painting and decorating ceramic pots, which were displayed around the centre and sold to the public.

Encouraged by the response, the group applied for a grant to expand the range of ceramic materials available, with plans to sell their pieces at local markets and in a pop-up shop as part of JuneFest 2026.



Amanda from Athy local service began her new job in Emo garage in October and is really enjoying being part of the team.



Sean from Athy local service began a new job at PD Motors in June, working as a general operative.



In July, Colleen from Naas local service ran a food appeal, asking people across Kare's services to collect food items for the Naas Point charity.

The appeal was inspired by Maud, a Naas Point volunteer who gifted Colleen her teddy Fudge. It was a great success, with a huge amount of donations gathered.



RESIDENTIAL

In our community homes, service users are supported to live as independently as possible. We supported 53 people living in our community houses in 2025. All houses are registered with the Health Information and Quality Authority (HIQA) and operate within the relevant Health Act 2007 regulations and the National Standards for Residential Services for Children and Adults with Disabilities.

53
individuals supported
in community houses
in 2025

Highlights in 2025



Ann Nolan from Lakelands retired from Green Isle Foods in 2025 after 30 years of work. Ann has filled her retirement with activities such as Naas Women's shed, Chair Yoga, knitting club, concerts, outings and courses within Kare, while still meeting up with her friends from Green Isle.



Ted from Mansfield entered the 2026 Kare Calendar art competition and his painting was included for December.

He also entered the Trinity College IDS-TILDA 2025 Christmas Card Competition and was a finalist for Outstanding Achievement in Art.



Breda Cross with members of the Past Times choir she is part of.

Breda had a busy year, regularly taking part in community activities including social clubs, sports and Kare courses. She also continued her involvement with the Inclusive Research Network and the TILDA project in 2025, and enjoyed breaks to Mayo and Carlingford.



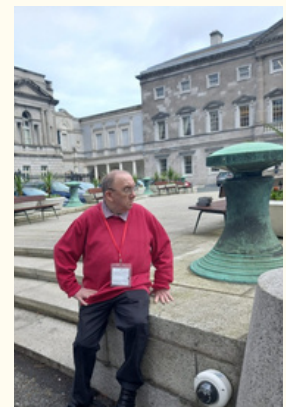
Joe and Anthony from Lakelands at Ablefest, an inclusive music festival in Fairyhouse in July.



Eileen from Mansfield focused on building her independence in 2025, learning to manage her own weekly budget as well as riding a bike.



Joe visiting Dáil Eireann and Croke Park.



Anthony went on a break to Wexford where he enjoyed the amusements and the fresh sea air.



A celebration for Sara who moved to a new home in October.

OUTREACH

Our Outreach team works with people in their homes and local areas to support them to plan, pursue and achieve their goals. This may relate to work, further education, personal development projects, social activities, moving into their own homes, or however they choose to live their lives.

In 2025 the Outreach team supported 122 adults to pursue their goals.

Highlights in 2025



Pat lives independently with support from the Outreach team, who help him with things like daily living tasks, health and wellbeing and organising his social life. He also gets support from our Employment and Lifelong Learning teams to further his education and career opportunities.

A busy man, Pat volunteers with Newbridge Tidy Towns and the Yarn Bomb group for JuneFest, and is a committed member of Ryston Badminton Club, where he plays three times a week.

Turning 60 this year called for some celebrations. Pat marked the occasion with a party in Newbridge surrounded by friends from Kare and beyond. He also travelled to London with a friend and Outreach staff where family surprised him, making it a trip to remember.

Matthew Kennedy achieved his International Certification of Digital Literacy (ICDL) in 2025, the result of hard work and perseverance through weekly training sessions and exams with support from his Outreach Planner.



In June 2025 a group of people supported by Outreach attended a women's health event hosted by the Marie Keating Foundation. The session inspired Glynis Hutchinson to host a coffee morning in November in aid of the Marie Keating Foundation, which raised over €350.

Graham, Aaron and Eoin on their annual night away.

One of Aaron's goals was to manage the online hotel booking for this year's trip. The group agrees he'll be doing it every year!



Steph Power and Louise Day celebrating getting engaged at the Galway Christmas markets in December. Steph and Louise are supported by both our Outreach and Employment teams.

Seanie, Dillon, Kenny, Sean, Conor and Jamie pictured with Niall Quinn at the Ireland v Portugal match in November. Seanie supports this group of fans to get to as many games as possible throughout the year, organising the trips and driving the bus.



*“ I never imagined I would ever get to see Ronaldo play live and Seanie helped me achieve it.”
Sean*

Kenny Delahunt's role as a WayFinding Centre Ambassador is helping public transport staff to better understand the experiences of people with disabilities, and make transport more accessible for everyone.

The WayFinding Centre simulates real-life travel scenarios, such as using a train station or airport, in a supportive environment. It also provides training for transport staff on how best to support people with disabilities when travelling.



At a training session in September, Kenny spoke to Irish Rail staff about his experience of commuting by train for his job in Dublin. He shared practical insights on using his electric wheelchair, speaking about how it feels to be a wheelchair user on public transport and how he would like to be treated when travelling.

CLINICAL SUPPORTS TEAM

The Clinical Supports Team (CST) is made up of staff with highly specialised skills and knowledge across occupational therapy, physiotherapy, speech and language therapy, nursing, social work, behaviour support, clinical psychology and assistive technology.

Taking a whole-person approach, the CST works to equip people with disabilities to make their own choices, have influence over decisions that affect them and play an active, independent role in society. This is achieved through direct work with individuals, families and staff, always underpinned by the principles of choice, rights and consent.

Our focus spans promoting positive health and wellbeing, delivering training and upskilling opportunities, developing services and supports, and contributing to policy development in Kare.

Highlights in 2025

Adult Safeguarding Day

The theme of this year's Adult Safeguarding Day was 'My Voice is My Right'. Our Social Work team marked the occasion at Voice for Kare's Beyond Barriers conference with a dedicated safeguarding exhibition stand, raising awareness and sharing information with the people we support and the staff who work alongside them.



Rosemary and Jacinta from our Social Work team at the Beyond Barriers conference

The day also saw the launch of our new easy read safeguarding leaflet, making key information more accessible for everyone we support.

Anna Freud Autism Training

In early 2025, members of the CST completed a Train the Trainer programme in partnership with the Anna Freud Centre, co-developers of the UK National Autism Train the Trainer Programme.

The programme is grounded in a neurodiversity-informed perspective, co-designed with autistic people, and covers sensory and communication profiles, co-occurring conditions, emotional regulation, trauma and mental health in autistic adults. Practical frameworks including SPELL, low arousal approaches and trauma-informed care are central to the training, alongside a strong emphasis on relational practice and staff wellbeing.

The training was piloted within Kare in September 2025 to positive feedback, and the CST is now well placed to deliver it across our services, building staff confidence and competence in supporting autistic and neurodivergent individuals.

“ Really made me think about the individuals I work with.”
“Very good, eye-opening and thought-provoking. Really helpful to support us to examine our own practice.”
“It has given me so many ideas within my work.”
Feedback on the training

Presentation at Disability Psychotherapy Ireland conference 2025

Grainne Doran, Clinical Nurse Specialist in Mental Health Intellectual Disability, was honoured with an invitation to present her research at the Disability Psychotherapy Ireland Conferences. She delivered both an oral and a poster presentation, sharing insights from her pilot study entitled 'Exploring a Creative Expressive Arts Group for Emotional Well-Being in People with Intellectual Disabilities'.

Overview of the research

The research group was conducted at Kare in January 2025, as part of Grainne's master's dissertation in Creative Psychotherapy. The qualitative nature of the study enabled a rich exploration of the experiences of participants, utilising several methods: five participant interviews, one expert semi-structured interview, pre- and post-group measures, and the researcher's reflective journal.

Group structure and participation

The creative expressive arts group had five participants and took place in a local service. Sessions were held weekly for one hour, over four consecutive weeks. The participants engaged deeply with the process, using artistic expression to explore significant personal themes.

Emerging themes

During the group sessions, participants expressed a range of meaningful themes through their art. These included identity, love, loss and grief, belonging and relationships. Their creative work offered a window into their emotional worlds and facilitated authentic self-expression.

Findings and conclusion

The research concluded that the creative arts group provided a highly effective, safe and essential therapeutic intervention for people with intellectual disabilities. It promoted emotional regulation, authentic expression, and a sense of belonging. Grainne described it as a privilege to share the group's work and to highlight the benefits of creative arts interventions for this population.



Grainne presenting her research at the conference

Assistive Technology (AT)

Assistive Technology (AT) is any technology that helps a person maintain or increase their independence, self-determination, choice or control, supporting them to live the life they choose. From apps on a phone or tablet to 3D-printed adaptors and specialist devices, AT encompasses a wide range of solutions tailored to individual needs.

William's story

"I wanted to read the newspaper..."

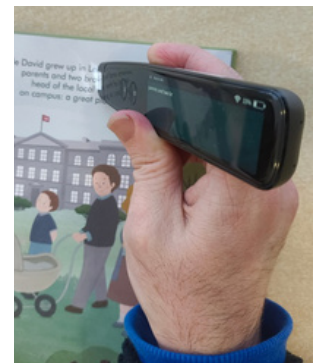
A simple request but one that, for many of the people we support, might require some help from staff or a family member.

This was the case for William, who is part of Edenderry local service. William loves to keep up to date with current affairs but was reliant on others to help him read the latest news. He spoke to his keyworker, who got in touch with the Assistive Technology department. After meeting William and showing him some options, he decided to try out a reader pen.

Reader pens

Reader pens are handheld scanners that move over writing on a printed page, 'reading' the text into the device and then speaking it out loud. Reader pens are designed for printed documents, like newspapers.

Not all assistive technology works quickly for people. Sometimes it takes a while to get used to using a device or requires trying a few different options to find the one that works best. In this case however, William got on extremely well with the reader pen after some practice.



Using the reader pen has opened up more than just being able to read the newspaper for William. He has now joined his local library where he borrows books to read regularly. It has only been a few months, but the reader pen has made a huge difference to William's independence and confidence. He can now read what he wants when he wants without having to be reliant on support from others. What started with the newspaper has grown into also reading The Farmers Journal, his church newsletter and books from the library.



William said: "I joined the library and go every week ... I borrow books and then read them with the pen ... It's good and I would recommend somebody else try it ... It makes me feel good being able to read things with it."

His keyworker noted that "It's really positive for William to have that community involvement."

Young Adults Team

The Young Adults Team (YAT) is a partnership between Kare and the HSE, supporting young adults with complex needs across Dublin South, Kildare and West Wicklow. This interdisciplinary clinical team supports young adults attending day services that do not have access to an on-site clinical team, and takes referrals from 13 disability organisations across its catchment area.

The team includes a Manager, Occupational Therapist, Physiotherapist, Behaviour Specialists, Clinical Psychologist, Social Worker, Speech and Language Therapist and administrative support.

A core part of the YAT's model is upskilling and training frontline staff in adult day services. In 2025, the team delivered 19 in-person training courses and 8 online webinars across a range of disability-related topics, with 211 participants attending in-person sessions and 155 joining online. The team also piloted the three-day Autism Allies training, co-produced with autistic advocates and the Anna Freud Centre, with 32 frontline staff and received very positive feedback.

A wellbeing group was piloted in one of the services supported by the team, offering participants the opportunity to explore activities promoting positive mental and physical health, including meditation, mindfulness, yoga and gentle exercise.

Strengthening relationships with stakeholders was a key focus in 2025. The team established regular meetings with organisational management across several partner organisations and the HSE Day Opportunities team, and attended a number of school leaver events to present on the YAT's work and participate in Q&A discussions with young people and their families.



Niamh Bannon and Siobhan Davies from the Young Adults Team at an event in Naas Community College

EMPLOYMENT

Supported Employment

Our Supported Employment team is committed to helping people with intellectual disabilities access meaningful, paid employment. We work in partnership with each individual to understand their goals, strengths and preferences, and we collaborate with employers to ensure inclusive, well-supported workplaces.

In 2025, the team expanded with the addition of a Workability Coordinator based in St Mark's school. Two further Project Pathways Job Coach roles were also approved to commence in 2026.

Programmes continue to evolve, offering a range of opportunities from work experience to more immersive, on-the-job learning, including Project SEARCH, the Oireachtas Work Learning (OWL) programme, and the introduction of Project Pathways in Midlands Park Hotel ([more detail on page 26](#)).

All learning experiences are collaborative and person-centred, with a strong focus on quality and on respecting the rights and preferences of the people who participate. As the world of work continues to change, the team supports individuals to build skills, adapt to new roles and overcome barriers, including through training, task analysis and reasonable accommodations.

203

service users in
employment in
2025

Brighter Together Hub

The Brighter Together Hub is a new peer support initiative launched in 2025. It provides a welcoming space where people can share their experiences of work, build connections and develop confidence.

"I have enjoyed the Hub ... I like all the things that we've done, so I really enjoyed my time."
James Harrison Doyle

"I like the Hub and I have lots of fun in it."
Aodhan McFadden

"Since I've joined the Hub, I've met loads of new people. Everyone makes you feel welcome. It's great to get out of your comfort zone and face new challenges. We plan activities together and sometimes stay in the hub to cook and build our skills. I think it's a fantastic idea." Ryan Doyle



L-R: Eoin Quinn, Pat Doyle, James Harrison Doyle, Emma Ryan, Jake Dobbin, Matthew Kennedy, Aodhan McFadden at the Hub

Cait's story

Cait's journey highlights the role of volunteering and work experience in building confidence and opening up employment opportunities. Following Project SEARCH and an internship in Naas General Hospital, she secured employment with Dawn Farm Foods, where she continues to develop her skills in a supportive environment.

“ I'm enjoying working at Dawn Farm Foods. Every person is friendly and helpful. If I need help with something, my job coach can help me. I like the work tasks.”



Shane's story

Shane Fagan has been a valued member of the team at Blessington Garden Centre since October 2016, where his dedication and engaging personality have made him a firm favourite with his colleagues. In 2025, Shane added a second role to his week, taking on a position as a groundsperson at The Heritage Hotel.

A man who loves the outdoors, Shane brings great commitment to both roles, whatever the weather!



Project SEARCH

Project SEARCH is a unique collaborative initiative launched by Kare and Naas General Hospital (NGH) in 2013, providing young adults with an intellectual disability the opportunity to gain hands-on work experience and pursue their career goals. Participants engage in a year-long internship programme based at the hospital that supports them to gain a broad range of skills and prepare them for the workforce.

The Project SEARCH model originated at Cincinnati Children's Hospital and this initiative led by Kare and NGH was the first Project SEARCH model in the Republic of Ireland. In addition to practical work experience, Project SEARCH students also access an educational component, supported through collaboration with organisations like the Kildare and Wicklow Education and Training Board and County Kildare Leader Partnership.

Since it started, 127 participants have completed the Kare/NGH programme, with approximately 72% securing paid employment upon program completion.



*Project SEARCH
2024/25
graduates, L-R:
James Harrison
Doyle, Brian Byrne,
Declan Baker,
Bradley Browne, Ava
McCormack, Eimhin
Walsh and
Adam Kelly*

"I say to any parent to lean into the discomfort. To stand up for your child. To allow them to get a bus – we were terrified! It's a learning process. We got on the bus with him, we travelled behind the bus, we watched the bus. Until eventually one morning I got up and Bradley was gone. He'd made his lunch and got the bus, and I realised: he was a man."

Aaron Browne, father of Project SEARCH graduate, Bradley, speaking at the graduation ceremony.



Oireachtas Work Learning programme

The Oireachtas Work Learning (OWL) programme enables young people with intellectual disabilities to gain meaningful work experience at the Houses of the Oireachtas through an applied learning, development and socialisation programme.

Launched as a pilot programme by the then Ceann Comhairle, Seán Ó Feargháil TD in September 2018, the Houses of the Oireachtas is the first parliament in the world to host a programme of this kind. Operated in collaboration with Kare and WALK, the programme is also supported by the Adult Education Service run by the City of Dublin Education and Training Board and the HSE.



Graduates of the 2024/25 OWL programme pictured outside Leinster House with families and Kare staff

"My name is Claire. I began the OWL Programme in 2023, gaining experience across three civil service departments and graduating in 2024. During these placements, I developed valuable skills, for example, categorising questions in the Questions Office and writing a personal piece for the Department of Tourism's newsletter. These experiences helped me perform strongly in my interviews, where I placed first on both the Service Officer and Clerical Officer confined panels.

"In February 2025, I began my current role as a Clerical Officer in the Finance Unit in the Department of Children, Disability and Equality. My work includes processing payments, checking for accuracy, and handling foreign transactions. Although I found foreign payments challenging at first, consistent practice has helped me become confident and efficient in completing them.

"I value the ongoing training and the support of my job coaches, colleagues and manager, all of which have helped me grow professionally. Looking ahead, I'm excited to continue developing my career, with the possibility of transferring to a different unit or applying for promotion when the right opportunity arises."



Claire Gillen outside her workplace

ADULT SHORT BREAKS/RESPIRE

Kare provides respite accommodation in houses in different parts of Kildare, as well as alternative respite in the community.

In 2025, we received additional funding from the HSE to commence an enhanced 'alternative respite' service. This funding enabled us to increase the availability of respite breaks delivered through Saturday Clubs for adults and children, as well as children's camps that ran during 2025.

1,845
respite nights
provided to adults
in 2025



Some of the outings in 2025 as part of our alternative respite programme for adults



Social Inclusion

At Kare, we understand the profound significance of social inclusion in fulfilling our mission to support individuals with intellectual disabilities. Social inclusion is not just a concept; it's a basic right that helps to ensure dignity, respect and equality for all.

In 2025, we continued to strengthen meaningful community connections and create inclusive opportunities across our catchment area.

Highlights in 2025

Our arts and crafts exhibition for Kildare Social Inclusion Week, delivered in partnership with the Newbridge Access Group, was a hugely popular event that brought together community groups, artists and local disability organisations in a welcoming and creative space.



The Camphill/Kare Lámh Choir performed at local festivals and concerts.

30 dancers from Kare took part in JuneFest Newbridge, and 15 service users performed at the Kildare Irish Figure Dancers' 'Give Back Party', building strong intergenerational links.



We also participated in the Erasmus-funded EIPA (Empowerment Through Performance) drama project in collaboration with Crooked House Theatre Company, supporting international cultural exchange and new experiences for participants.

Inclusive volunteering initiatives with Newbridge Tidy Towns, accessibility consultations with a number of different organisations, and collaboration with schools, community groups and arts organisations further strengthened local partnerships.



Cameron and Pat carrying out an accessibility review with students from Newbridge College



Lucy Corcoran on a trip to Hungary with the EIPA project



Volunteering with Newbridge Tidy Towns

A major milestone was the completion of the Social Inclusion Policy and process, informed by the strategic community project and the 'Connecting Locally' research project.

Training remained central to the year's work. The QQI Level 3 "My Locality and Me" programme celebrated its first graduates, with the course reviewed and refined following feedback and a second programme successfully delivered.

A new Community Inclusion Workshop was also designed and piloted, encouraging reflection on everyday assumptions, representation and practical steps towards genuine inclusion.

Throughout 2025, the focus remained on moving beyond participation towards meaningful belonging, visibility and leadership for people with intellectual disabilities within their communities.

Social Farming

Kare has participated in the Social Farming initiative for a number of years, providing meaningful placements for people we support on working family farms across our catchment area.

Social farming offers outcome-based placements that use the natural environment, farm activities and community involvement to support individuals in reaching their own personal goals. As a non-clinical setting, the farm environment offers a welcoming and inclusive space where participants take part in the everyday tasks of the farm. It also creates opportunities for farmers to reconnect with their local communities by opening their farms as a support resource for people with different needs.



Dale and TJ from Clane local service and David, Kevin and Josh from Kilcullen local service taking part in the social farming initiative

SPACEBRIDGE



In February, a group of service users took to the stage at the Riverbank Arts Centre in a production unlike any other. Spacebridge, created in collaboration with Crooked House Theatre Company, was entirely devised and performed by the participants themselves, the result of a series of creative workshops exploring storytelling, performance and self-expression.

The final sold-out performance was a celebration of creativity and confidence, and demonstration of what is possible when people are given the space and support to tell their own stories.

Recreation and Wellbeing

114

service users
supported by
programme in
2025

In 2025, what was formerly known as our Sports and Recreation Department underwent a review and relaunched as the Recreation and Wellbeing Department. The new name and approach signals a move beyond sport and physical activity to encompass the full range of activities and initiatives that contribute to a good quality of life, including social connection, creativity and leisure.

While sport and physical activity remain a key part of the programme, our new expanded focus recognises that wellbeing looks different for everyone, and we are actively exploring ways of developing our offering to reflect that in the years ahead.

Highlights in 2025



Some of our social walks throughout the year



*Una Kenny,
Sean Marron and
Dale Cross receiving
medals for swimming
for Special Olympics
in Kilkenny*



Ben, Michael and Robert meeting Niall Quinn at a bowling competition in K-Bowl for Special Olympics.



Our basketball and floorball teams out in full force



Sean working on cycling skills





Our very popular social club disco



Special Olympics Summer Games qualifiers

2025 was a busy year of competition as athletes worked towards qualifying for the Special Olympics All-Ireland Summer Games 2026. Across basketball, equestrian, bocce, swimming, bowling, athletics and golf, teams and individual athletes competed hard for qualifying spots, with the Team Leinster selection draw taking place in October.

We are delighted that 14 athletes were selected across five disciplines:

- Equestrian – Emmet Mangan and Conor Byrne
- Bowling – Patrick McMahon and Fiona Tierney
- Bocce – Conor Sheridan, Michael Ward, Aaron Gorry and Dylan Hanley
- Golf – Sean Marron, Stephen Prendergast, Jack Cullen and Natasha Flynn
- Basketball – Ryan Doyle and Brendan Connolly

Well done to every athlete who competed throughout the year.



Equestrian Centre

Our equestrian centre in Baltinglass provides a holistic equestrian programme to our service users, with sessions spread across the week to accommodate all participants. The programme offers a range of activities – horse riding, grooming, ground-based work and feeding. Each activity brings distinct benefits, from building balance, core strength and coordination to encouraging sensory engagement, confidence and an understanding of animal welfare.

600+
equestrian
sessions for
service users in
2025

Approximately 600 sessions were delivered by our equestrian team across 2025. The year also saw significant refurbishment works completed at the centre, including the resurfacing of the main arena, improving safety and the overall facility for participants. The centre will be fully operational again in 2026.

Annual Summer Show

The highlight of the equestrian calendar, our Summer Show saw 28 competitors take part across multiple categories, showcasing their progress to family and friends. Rosettes were kindly sponsored by Red Mills. The event was a wonderful celebration of individual milestones and the sense of community that our equestrian programme creates.

Special Olympics

Nine athletes represented the centre at the Special Olympics regional competition, with two going on to qualify for the National Games where they will represent Leinster – a fantastic achievement for all involved.



Training, Learning and Development

Lifelong Learning

We had another busy and successful year for learners across Kare in 2025. A total of 190 learners participated in Lifelong Learning programmes, with 123 service users undertaking QQI-accredited training at Levels 1 to 3, and 67 service users engaging in Kare training.

94
service user
QQI awards

Overall, 94 individuals achieved QQI certification in areas including Communications, Computer and Internet Skills, Study Skills and Intercultural Awareness, Food Choice and Health, and Personal Decision Making.

Several QQI Level 3 courses were co-facilitated with other departments in Kare. The Recreation and Wellbeing department supported the delivery of Health and Fitness, and our Social Inclusion Officer contributed to My Locality and Me.

Learners also had the opportunity to take part in wellbeing-focused courses. Staff trained in wellbeing practices worked alongside Lifelong Learning to deliver relaxation technique programmes, supporting learners to develop skills in self-care, self-love, breathwork, meditation and mindfulness.

In 2025, Lifelong Learning, with the support of the Training Department, submitted a newly revamped QQI Level 2 accredited programme, Step into Learning. This programme will offer learners a range of new courses to explore, with delivery planned for 2026.



Learners on the Personal Decision Making course



Learners from the Setting Learning Goals course in Baltinglass Library

Gaisce – The President’s Award

Four members of the Kare community – Alan Murray, Emmett Mangan, Brian Byrne and David Nulty – successfully completed their Gold Gaisce Awards in 2025, the highest level of Ireland’s national youth award programme.

The Gold Award recognises sustained commitment to personal development, community involvement and physical recreation, along with completion of an extended adventure journey.

Alan and Emmett were presented with their awards by President Catherine Connolly at a ceremony in the Irish Museum of Modern Art in December 2025. Brian and David will receive their awards at a later ceremony in 2026.

Alan and Emmett showed strong commitment throughout their journeys, developing skills such as shopping and photography, contributing through activities including litter picking and gardening, and taking part in hiking and swimming, as well as their adventure journey in Wexford. They were joined at the ceremony by Kare’s President’s Award Leaders, Frieda Bent and Helen Farrell.

This achievement reflects the dedication, resilience and community spirit shown by all four participants.



L-R: Frieda Bent, Alan Murray and Helen Farrell



Helen with Emmett Mangan



Frieda and Emmett

‘Be The Arrow’ challenge



Kyle, Lily and David from Tully Road who took part in Gaisce’s ‘Be the Arrow’ month-long challenge in May 2025



Fiona, Mark, Michael and Paul from Tinahely local service receiving certificates for computer skills from KWETB

Evan's story

“ I did a course in Interpersonal Skills. I liked it because it was fun and exciting.”

Evan, from our Edenderry local service, recently completed a QQI Level 2 course in Interpersonal Skills, working towards his goal of getting back into education.

The course gave Evan the chance to connect with others, try new things and build his confidence and independence, while gaining formal recognition for his learning. It was delivered at his own pace and included creative assignments and opportunities to engage with others. The course was co-planned and facilitated by Michelle O'Neill.

Evan hadn't always had a positive experience of school, so this was an important step for him. Writing about the course, he said: "I did a course in Interpersonal Skills. I liked it because it was fun and exciting. It was at my pace each day and I interviewed Teresa. Thank you Kare for this course. I love you."



I did a course in confidence and communication.
I liked it because it was FUN and exciting.

It was at my pace each day and I interviewed Teresa.

Evan's feedback

THANK YOU KARE FOR THIS COURSE I LOVE YOU

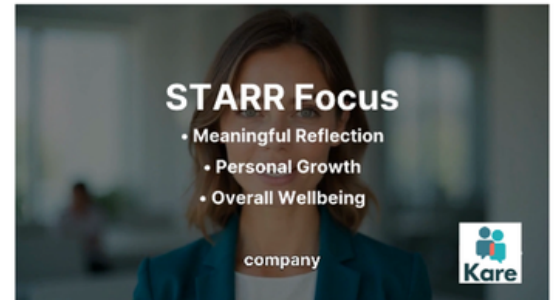
Learning, Engagement and Activity Platform (LEAP)

In 2025, LEAP continued to grow as a central pillar of learning and development for both staff and service users. Active accounts increased to 1,694, representing a 6.7% year-on-year rise. Engagement reached record levels, including 270 unique logins in a single week and 2,857 course completions across the year.

LEAP hosts a range of mandatory training and specialist programmes, with consistently strong feedback and an average course rating of 4.3 out of 5, reflecting both quality and relevance.

The year also saw significant innovation and impact. We launched our first AI avatar-based training programme for the new Staff Annual Review and Reflection (STARR), and introduced a booking system that enables leaders to enrol staff directly in training. An Accessible Information category was added to LEAP to strengthen inclusion for service users, while the development of in-house Fire Safety training delivered measurable cost savings.

LEAP continues to support advocacy, compliance and lifelong learning, reinforcing our commitment to quality, accessibility and continuous improvement as we prepare for further system enhancements in 2026.



The new STARR training module with AI avatar

Celebrating learning with QQI awards ceremony

We held our Annual QQI Awards Ceremony in June, recognising the achievements of learners from across the organisation.

A total of 28 learners received Major Awards, including 11 across Levels 2, 3 and 5. A further 118 learners achieved Component Awards across Levels 2 to 6, reflecting the wide range of programmes completed during the year.

Learners included service users, staff, Local Training Initiative participants and Community Employment participants, highlighting the breadth of engagement in QQI-accredited learning across Kare.

The ceremony marked the dedication and commitment shown by all learners, as well as the vital support provided by tutors, assessors, mentors and leaders.

This annual event continues to be an important celebration of learning, personal development and achievement across the organisation.



Lucy Corcoran receiving her QQI certification from HR Manager Austin O'Sullivan

Local Training Initiative

Our Local Training Initiative (LTI) is a training programme that provides a QQI Level 5 Major Award in Intellectual Disabilities Practice through a combination of taught modules and work placements. The LTI is fully funded by the KWETB and allows participants who are already receiving a social welfare benefit to transfer to a training allowance for the duration of the programme.

The LTI continued to deliver strong outcomes in 2025. Ten participants completed their Level 5 Major Award and a further five achieved component awards.

Of those who completed the programme, six secured roles within Kare and two progressed to the Community Employment (CE) scheme. The remaining participants moved on to further education or employment within health and social care services, demonstrating the programme's effectiveness in preparing individuals for roles in the disability sector.



Graduates of the 2024/25 programme at the LTI appreciation ceremony in October

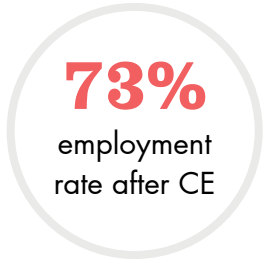
The programme's success is supported by the valuable contribution of Kare's service users, who enable participants to engage in meaningful, real-world learning as part of their day-to-day lives.

The 2025–2026 programme includes 13 participants and provides a strong foundation in intellectual disability practice. Modules include Intellectual Disability Studies, Community Inclusion, Empowering the Individual, Social Studies, Communication, Facilitated Learning, Supported Employment and Work Experience, alongside new learning opportunities that reflect the evolving needs of the sector.

Participants develop the skills and competencies required to support people with intellectual disabilities effectively, with a focus on dignity, choice and inclusion. Kare's LTI programme continues to invest in participant development, equipping them to make a meaningful difference in the lives of the people we support.

Community Employment

Community Employment (CE) programmes are designed to help people who are long-term unemployed to get back to work, by offering part-time and temporary placements (19.5 hours per week) in jobs based in the local community.



73%
employment
rate after CE

Kare runs two CE programmes: Adults Supports and Childcare. Both programmes are funded through the Department of Social Protection, with a combined total of 85 approved places. The programmes provide opportunities to complete training and work experience in frontline services, childcare, clerical, reception, accounts, catering and caretaker/maintenance roles.

Adult Supports Programme

The CE Adult Supports Programme has 55 approved places, providing participants with learning and work-based opportunities to progress towards employment and further education. In 2025, 71% of participants progressed to employment, reflecting strong outcomes and positive progression. Kare continues to support participants to access paid employment and build sustainable careers within the organisation and the wider community.

Education remained a key focus, with participants achieving QQI Level 5 Major Awards in Intellectual Disability Practice and Community Health Services, as well as QQI Level 6 Assistive Technology and QQI Level 7 Critical Disability Studies. Participants also completed ACCA and ITEC awards, supporting further professional development and progression opportunities.

The Adult Supports Programme Supervisors would like to acknowledge and thank the staff and service users who supported participants throughout the year and contributed to the success of the programme.

Childcare Programme

The Kare Childcare CE Programme contributes to providing high-quality support to children accessing Kare services, as well as to children attending mainstream community childcare centres. In conjunction with Department of Social Protection there are currently 30 approved Childcare CE places, throughout Kildare and West Wicklow.

Congratulations to the eight participants who completed the CE scheme in 2025, 75% of whom went on to secure full time employment in various roles – Childcare Practitioners, Room Leaders and Deputy Manager. The remaining participants are continuing with their training and development to achieve qualifications including Major Award in Early Learning and Care, Levels 5 and 6, SNA Levels 5 and 6, Business Administration and General Learning.

Childcare CE participants receive industry standard training, practical work experience, and structured coaching and mentoring. Participants are supported to progress into employment roles, including Early Years Practitioners, Room Leaders, Special Needs Assistants, AIM Support Workers and Therapy Assistants, both in Kare and externally.

The programme supervisors, Mairéad Kavanagh and Deirdre Horan, would like to thank the staff of Kare and the Community Childcare providers for their continued support of the CE participants, on their journey into/ back to employment.

Celebrating 30 years of Community Employment at Kare



L-R: Matthew Behan, Chairperson of Kare's Board of Directors, Margaret O'Neill, CEO of Kare, Martin Heydon, Minister for Agriculture, Food and the Marine, and Gráinne Cassidy, Assistant Principal, Department of Social Protection

In November, we held a special event at the Keadeen Hotel to mark 30 years of Kare's sponsorship of Community Employment (CE) programmes.

The event brought together national and local representatives, including Minister Martin Heydon, Senator Fiona O'Loughlin and representatives from the Department of Social Protection, alongside past and present CE participants, supervisors and service users from Voice for Kare.

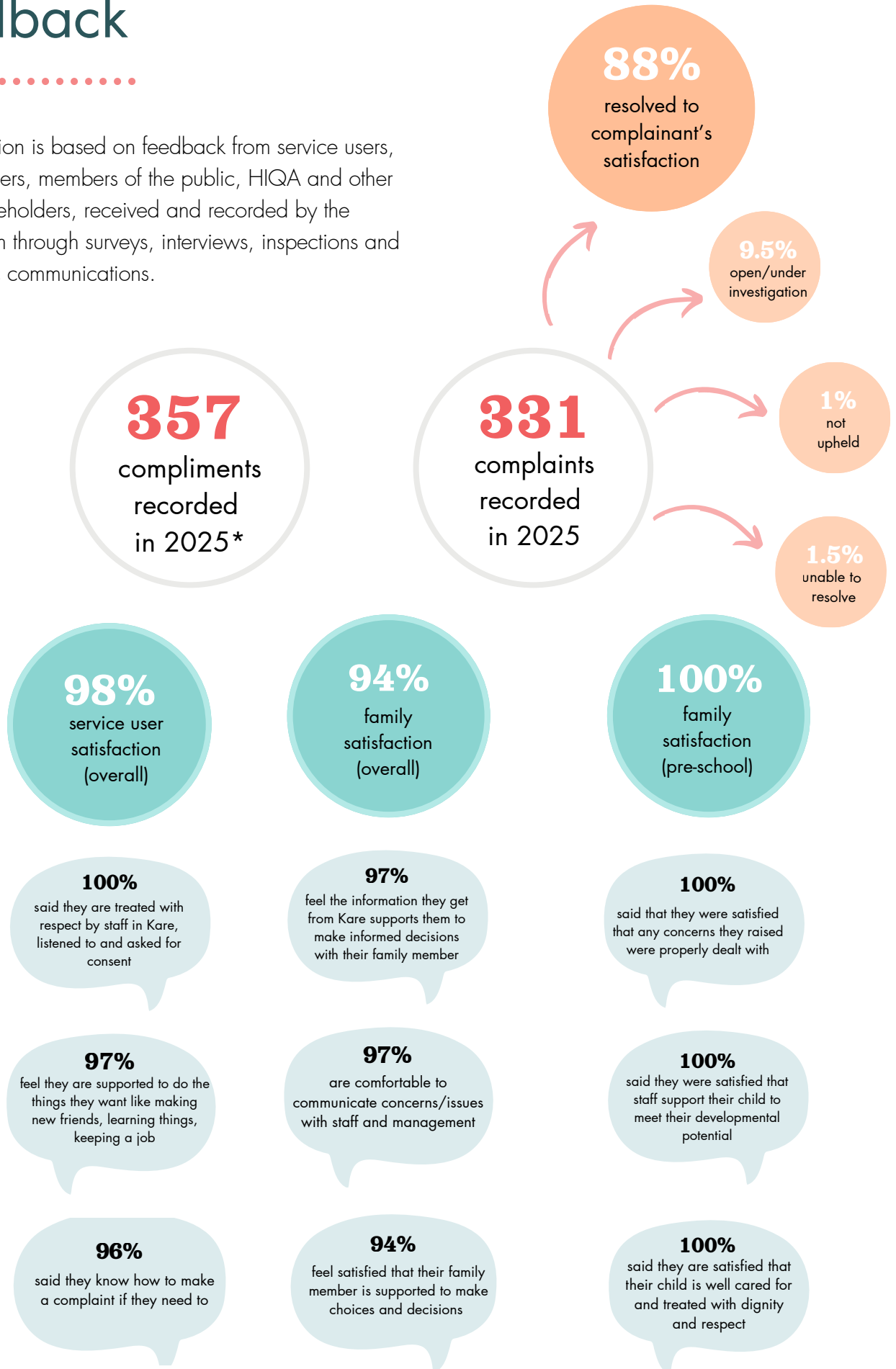
Minister Heydon presented a commemorative plaque to CEO Margaret O'Neill in recognition of Kare's three decades of involvement across our two CE programmes.

CE is an important part of the work we do, helping people move from long-term unemployment into meaningful work through skills development, accredited training and hands-on experience.

Past participants and service users shared their stories at the event, a reminder of the difference the programme has made to individuals and communities across our organisation.

Feedback

This information is based on feedback from service users, family members, members of the public, HIQA and other external stakeholders, received and recorded by the Quality Team through surveys, interviews, inspections and other ad hoc communications.



Future Plans



Our Strategic Plan 'Inclusion, Innovation, Inspiration' reached its conclusion in 2025. As well as delivering the final targets, we took time during the year to recognise and celebrate the contribution of everyone who led and supported the plan's delivery over five years.

Work on the next strategic planning cycle commenced in the second half of 2025, with planning and stakeholder engagement under way to ensure the new strategy reflects emerging priorities, organisational learning and the evolving needs of the people we support, their families, staff and partners.

2025 was also a year of continued growth, in line with increasing demand for services across the sector. We will continue to work closely with the HSE, our primary funder, to deliver high-quality services within available resources. Several new residential homes and day service buildings are in development to support growing numbers of school leavers entering our services, strengthening our capacity to meet need in a sustainable way.





How We Work

Structure, Governance & Management

CONSTITUTION

Kare is registered as a charitable Company Limited by Guarantee and was set up by a Memorandum of Association on 6th May 1974. Kare is a registered charity (CHY number 5907 and CRA number 20009700) and was granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act, 1997.

MEMORANDUM AND ARTICLES OF ASSOCIATION

The Memorandum and Articles of Association originally adopted in 1974 was updated and approved in 2023 following a motion put before our Members at the AGM. The Constitution sets out how the organisation is governed which includes details of Membership, Meetings and how the Board operates.

KARE MEMBERSHIP

The Board, once appointed, are Members of Kare. In addition, there are other individuals who are Members of Kare. Being a Member of Kare entitles each to the following:

- To go forward for election to the Board.
- To vote for election of the Board.
- To vote on any Motion at any Annual General Meeting (AGM) or Extraordinary General Meeting (EGM).
- To put motions forward for consideration at an AGM.

ANNUAL GENERAL MEETING (AGM)

Our 2024 AGM took place on 24th June with 22 Members in attendance. It was chaired by Matthew Behan, Chairperson of the Board of Directors. Also in attendance were Darren Smullen, Acting CEO and Head of Finance, and John Manning from PKF Brenson Lawlor, our external auditor.

METHOD OF APPOINTMENT OR ELECTION OF THE BOARD

The governance of Kare is the responsibility of the Board. Members of the Board are elected and co-opted under the terms of the Constitution. The composition of the Board is as follows:

- A maximum of twelve Directors whose names shall have been proposed and seconded by members.
- At least six of said Directors shall be family members or representatives of Kare service users; and such number of other persons as shall be selected by co-option provided that the total number of Directors shall not exceed 12.

Directors are appointed for a three-year period and are eligible for re-appointment up to a maximum of three periods, i.e. nine years. The Chief Executive Officer (CEO) attends the Board meetings in an ex officio capacity and is not a member of the Board. The Board met on eight occasions in 2025. Board papers are circulated one week before each Board meeting.

INDUCTION OF BOARD

New Board members receive induction both individually and at Board Meetings. They are provided with an overview of the organisation, its service locations, management structures, and details of the current Strategic Plan, Operational Plan and Balanced Scorecard of the organisation. All new Board members are provided with an overview of their roles and responsibilities, the Code of Conduct for Board members, the format for Self-Evaluation of the Board, information on confidentiality and conflict of interest along with the full range of approved policies and procedures operational in the organisation at the time of their appointment.

They receive other specific training as required and external training on corporate governance is also made available to the Board. All Board members receive a pack containing the above information.

BOARD SUBCOMMITTEES

The Board has created three Subcommittees, each operating under an agreed Terms of Reference and reporting to the Board.

Finance Audit Subcommittee

The revised Terms of Reference for the Finance Audit Subcommittee are to oversee the financial management of the organisation and provide a level of assurance to the Board that there are appropriate and effective systems in place to cover all aspects of financial management and the promotion of good corporate governance.

The members of the Finance Audit Subcommittee in 2025 were:

- Matthew Behan – Board Member and Chairperson of the Subcommittee
- Sean Bagnall – Retired Board Member
- Brian Murray – Board Member
- Larry Moylan – Board Member (resigned from the Board and Subcommittee in January 2025)
- Laura Keenan – Kare Head of Facilities and Transport (ex officio)
- Deirdre Murphy – Kare CEO until May 2025 (ex officio)
- Margaret O'Neill – Kare CEO from October 2025 (ex officio)
- Darren Smullen – Kare Interim CEO from May–September 2025 and Head of Finance (ex officio)

This Subcommittee met four times in 2025 as per its Terms of Reference.

Quality, Risk and Safety Subcommittee

The Quality, Risk and Safety Subcommittee was established to oversee the management of quality, risk and safety in the organisation. Its primary role is to ensure that robust systems, policies and processes are in place to effectively identify, assess and manage risks across all areas of the organisation, while also supporting continuous quality improvement.

The members of the Quality, Risk and Safety Subcommittee in 2025 were:

- Tom Lambert – Board Member and Chairperson of the Subcommittee (resigned from the Board and Subcommittee in September 2025)
- Rebecca Bolster – Board Member
- Sandra Burke – Quality, Risk and Safety Manager (ex officio)
- Deirdre Murphy – Kare CEO until May 2025 (ex officio)
- Margaret O'Neill – Kare CEO from October 2025 (ex officio)
- Darren Smullen – Kare CEO from May–September 2025 and Head of Finance (ex officio)
- Caroline Wiseman-Kennedy – Board Member (joined the Subcommittee in September 2025)

This Subcommittee met four times in 2025 as per its Terms of Reference.

Remuneration and Nominations Subcommittee

The Remuneration and Nominations Subcommittee was established to ensure that the remuneration policies, procedures and practices of Kare comply with Public Service Pay Policy and any specific directions or instructions of the HSE. It also ensures that appropriate plans are in place for the orderly succession of appointments to the Board to maintain an appropriate balance of skills and expertise.

The members of the Remuneration and Nominations Subcommittee in 2025 were:

- Noel Merrick – Board Member and Chairperson of the Subcommittee
- Denis Maher – Board Member
- Geraldine O'Hara – Board Member
- Deirdre Murphy – Kare CEO until May 2025 (ex officio)
- Margaret O'Neill – Kare CEO from October 2025 (ex officio)
- Austin O'Sullivan – Kare Head of HR (ex officio)
- Darren Smullen – Kare Interim CEO from May–September 2025 and Head of Finance (ex officio)

This Subcommittee had one meeting in 2025 instead of two as per its Terms of Reference.

ATTENDANCE AT BOARD AND SUBCOMMITTEE MEETINGS IN 2025

Name	Board meetings	Subcommittee Meetings		
		Finance Audit	Quality, Risk and Safety	Remuneration and Nominations
Matthew Behan	8/8	4/4	-	-
Rebecca Bolster	7/8	-	4/4	-
Noel Merrick	7/8	-	-	1/1
Brian Murray	7/8	2/4	-	-
Geraldine O'Hara	7/8	-	-	1/1
Denis Maher	5/8	-	-	1/1
Jennifer Dalton	4/8	-	-	-
Caroline Prendergast	7/8	-	-	-
Caroline Wiseman-Kennedy	7/8	-	3/4	-
Breon Timmons (16/9/25*)	3/3	-	-	-
Jason Kennedy (9/12/25*)	0/1	-	-	-
Andrew Rooney (18/6/25**)	2/5	-	-	-
Tom Lambert (16/9/25**)	1/6	-	1/3	-
Larry Moylan (31/1/25**)	0/1	-	-	-
Sean Bagnall†	-	3/4	-	-

Notes:

* Date joined the Board

** Date left the Board

† Retired Board Member

BOARD SKILLS ANALYSIS (COMPLETED IN APRIL 2025)

Skills required	Reason for this area of expertise	Board members offering specialist capability in this area	Board members offering some capability in this area
Disability Sector	Sector knowledge equips board members to provide informed strategic guidance, understand the operating environment, assess risks effectively, and ensure the organisation's mission and impact are maximised.	Caroline Prendergast	
Strategic Planning	Strategic planning knowledge empowers board members to set clear direction, allocate resources effectively, measure progress towards goals, adapt to changing needs, and ultimately enhance the organisation's long-term impact and sustainability.	Matthew Behan Brian Murray Denis Maher Geraldine O'Hara Breon Timmons	Tom Lambert
Financial Management	Financial management knowledge enables board members to oversee finances responsibly, ensure accountability and transparency, make sound budgetary decisions, safeguard assets, and maintain the organisation's financial viability for long-term mission delivery.	Matthew Behan	Denis Maher Tom Lambert
Legal	Legal knowledge helps board members ensure compliance with regulations, understand their fiduciary duties, mitigate legal risks, protect the organisation's reputation, and govern ethically within the legal framework, safeguarding its mission and assets.	Matthew Behan Geraldine O'Hara Caroline Wiseman Kennedy	Denis Maher
Governance/Risk	Governance and risk knowledge equips board members to establish effective structures, define roles and responsibilities, identify and mitigate potential risks, ensure accountability, and promote ethical conduct, safeguarding the organisation's integrity and mission.	Jason Kennedy Tom Lambert Caroline Wiseman Kennedy	Geraldine O'Hara
Fundraising	Fundraising knowledge empowers board members to contribute to resource development strategies, understand donor motivations, oversee fundraising activities ethically, ensure financial sustainability, and ultimately enable the organisation to achieve its charitable objectives.	Matthew Behan Denis Maher	
Employment Law & HR Management	Employment law and HR knowledge enables board members to ensure fair and legal employment practices, understand HR policies, manage workforce risks, foster a positive work environment, and uphold the organisation's values in its dealings with staff and volunteers.	Geraldine O'Hara Caroline Wiseman Kennedy	Breon Timmons
Running Organisations	Operations knowledge allows board members to understand how programs are delivered, assess efficiency and effectiveness, identify areas for improvement, ensure resources are used optimally, and ultimately maximise the organisation's impact on its beneficiaries.	Matthew Behan Brian Murray Breon Timmons	
Project Management	Project management knowledge helps board members oversee key initiatives, ensure projects are well-defined and resourced, monitor progress and risks, promote accountability, and ultimately contribute to the successful delivery of the organisation's strategic goals and mission impact.	Jason Kennedy Brian Murray	
Research	Research skills enable board members to analyse information effectively, understand sector trends and best practices, evaluate program impact, assess needs within the community, and make informed, evidence-based decisions to guide the organisation's strategy and impact.	Geraldine O'Hara Andrew Rooney	Tom Lambert
Stakeholder Engagement	Stakeholder engagement skills enable charity board members to build trust and strong relationships with families, funders, service users, staff and volunteers, and the wider community, fostering support, understanding diverse needs, and ensuring the organisation remains relevant and impactful.	Matthew Behan Geraldine O'Hara	
Policy Development and Implementation	Policy development skills empower board members to create clear, ethical, and effective guidelines that govern the organisation's operations, ensure accountability, mitigate risks, protect beneficiaries, and uphold its values and mission consistently.	Geraldine O'Hara Andrew Rooney	Tom Lambert Brian Murray
IT/Cyber Security	IT and cybersecurity knowledge equips board members to oversee technology investments, understand digital risks, ensure data privacy and security, protect sensitive information, and safeguard the organisation's operations and reputation in the digital age.	Matthew Behan Jason Kennedy	Tom Lambert
Communications/PR	Communications and PR skills enable board members to effectively represent the organisation, build public trust, articulate its mission and impact, manage its reputation, and engage stakeholders through clear and compelling messaging.	Denis Maher Andrew Rooney Caroline Wiseman Kennedy Breon Timmons	Matthew Behan Tom Lambert Brian Murray
Volunteer Support	Volunteer support skills help board members appreciate and champion volunteers, understand their needs, ensure effective volunteer management policies, foster a positive volunteer experience, and recognise their vital contribution to achieving the organisation's mission.	Caroline Prendergast	Denis Maher

ORGANISATIONAL DECISION-MAKING

The Board controls and directs the company in the interests of its members. It has particular responsibilities under Company Law and the Memorandum and Articles of Association.

The Board has common law duties and statutory duties of Directors as outlined in the Board Code of Governance Manual. The Board has reserved certain powers and delegated to the CEO certain powers consistent with the day-to-day management. The Company Secretary of the organisation is appointed by the Board. The Board, along with the CEO and management of the organisation, are committed to maintaining a high standard of corporate governance in all its work to ensure compliance with the HSE Annual Compliance Statement, Board and Corporate Governance Requirements.

The Board in its roles as Patron to St Anne's School and St Mark's School appoints two nominees to the Boards of Management of each school, one of whom is the Chairperson of the Board of Management.

Kare complies with the Charities Governance Code issued by the Charities Regulatory Authority.

OPERATIONAL DECISION-MAKING

The CEO is part of the Senior Management Team (SMT) in Kare. Each member of the SMT reports to the CEO and has an operational area they are responsible for, as set out below.

Area of responsibility	Manager
Clinical Services	Deirdre Walsh (from May 2025)
Finance	Darren Smullen
Facilities and Transport	Laura Keenan
Human Resources	Austin O'Sullivan
Operations	Louise Mahon
Quality, Risk and Safety	Sandra Burke

Challenges and Risk



In 2025, the organisation faced a number of challenges similar to those experienced across the wider sector. Risk is an inherent part of delivering human services and continues to evolve and grow in complexity. The top five organisational risks on the organisation risk register at the end of 2025 were:

Risk area	Initial level	Residual level	Status	Details
Safeguarding	High	Medium	Monitoring	Safeguarding issues across the organisation and the challenges minimising the risks
Funding	High	High	Monitoring	Limited access to funding for capital development and infrastructure, and sustainable operational funding
Respite	High	Medium	Monitoring	Reduced availability of respite services due to emergency placements
Staffing	High	Medium	Monitoring	Workforce capacity and staffing constraints
Information and Communication Technology	Medium	Medium	Monitoring	Challenge with hosting the ICT infrastructure and digital capability challenges

1. Safeguarding risks across the organisation

Safeguarding remains a critical priority and a core organisational risk, given the vulnerability and complexities of the individuals we support. We continue to operate within a complex regulatory environment with increasing expectations around oversight, reporting, and accountability.

Key challenges in minimising safeguarding risks include:

- Ensuring consistent implementation of safeguarding policies across all services and locations.
- Maintaining a strong safeguarding culture while managing workforce pressures and turnover.
- Timely identification, reporting, and investigation of incidents.
- Balancing individual autonomy with duty of care, particularly in complex or high-support cases.

To manage this risk, we have strengthened governance structures, enhanced staff training and implemented more robust incident monitoring systems. However, risks remain due to service complexity, evolving regulatory requirements, and the need for continuous staff development and supervision.

2. Limited access to funding for capital development and infrastructure

We face ongoing challenges in securing sufficient capital funding to maintain and modernise physical infrastructure and demand for residential placements continues to outpace our capacity to respond. Some of our existing buildings require significant investment to meet current regulatory standards, accessibility requirements and the evolving needs of service users.

Risks associated with this include:

- Delays in upgrading facilities, impacting quality of care and compliance.
- Inability to expand services to meet growing demand.
- Increased maintenance costs associated with aging infrastructure.

While efforts continue to engage with funders and stakeholders to manage this risk, capital constraints remain a significant barrier to long-term strategic development and service improvement.

3. Reduced access to respite services due to emergency placements

Access to planned respite services has been significantly impacted by the increasing demand for emergency and crisis placements. This has resulted in reduced availability of scheduled respite for individuals and families who rely on it for support and sustainability.

Key risks include:

- Increased stress and burnout among family carers due to reduced respite availability.
- Disruption to planned care arrangements and service continuity.
- Reduced ability to provide preventative support, leading to escalation of needs.

While we continue to prioritise emergency responses, this reactive demand limits the capacity to deliver consistent, planned respite services and undermines preventative care strategies.

4. Workforce capacity and staffing constraints

We continue to experience significant challenges in recruiting and retaining qualified staff to meet both current service demands and future growth requirements.

Contributing factors include:

- A competitive labour market, particularly within the health and social care sector.
- Increasing complexity of service user needs requiring higher staffing ratios and specialised skills.
- Staff burnout and turnover linked to workload pressures.
- A decline in student enrolment in third-level social care programmes, leading to a reduced supply of qualified professionals entering the workforce.

These workforce constraints pose risks to service quality, continuity of care, and the organisation's ability to expand or adapt services. Strategic workforce planning, investment in staff development and enhanced recruitment initiatives remain key priorities to manage this risk.

5. ICT infrastructure and digital capability challenges

We face ongoing challenges in developing and maintaining ICT infrastructure that is secure, scalable and aligned with operational needs.

Key risks include:

- Legacy systems that limit integration, data sharing, and reporting capabilities.
- Increased exposure to cybersecurity threats.
- Insufficient digital tools to support efficient service delivery and remote working.

While progress has been made in digital transformation initiatives, further investment is required to ensure that ICT systems can effectively support organisational growth, regulatory compliance, and high-quality service delivery.

ELECTRONIC RISK MANAGEMENT SYSTEM

The adoption of the electronic risk management system continues to expand across Kare and is recognised as a significant achievement for our organisation. It has greatly improved oversight for the Internal Risk Oversight Group, Safeguarding and Complaints Oversight teams, and Health & Safety Oversight teams by providing them with a realtime view of active risks across all locations and departments.

This enhanced visibility has strengthened our ability to proactively manage risks, respond to emerging issues and ensure accountability at all levels. Alongside this, awareness and understanding of risk have improved throughout the organisation, with staff at all levels developing stronger risk management skills. This ongoing growth in capability ensures that we can maintain a robust, responsive and embedded approach to risk, quality and safety management across our operations.

In 2025, the organisational risk register, which captures high-level strategic and operational risks, was fully integrated into Kare's electronic risk management system. This milestone enabled individual risks, whether relating to the people we support, specific locations or departments, to be centrally recorded, monitored and accessed.

Facilities



2025 was another busy and productive year for facilities, transport, maintenance and capital projects. Our team worked alongside our contractors to deliver a significant programme of works across our offices, local day services, residential houses and equestrian facility.

CAPITAL PROJECTS

Reducing carbon emissions and improving energy efficiency remained a key focus across all capital projects in 2025. The total investment in new acquisitions and new builds in 2025 was €1,775,435, with a further €1,027,943 invested in refurbishment, fire safety upgrades, and accessibility works.

New acquisitions and builds completed in 2025:

El Kantara, Newbridge

This project involved the refurbishment of an existing property and the development of two additional A1 Building Energy Rating (BER) one-bedroom apartments.

Moore's Wood, Monasterevin

A new four-bedroom, A2 BER detached house was acquired and divided into two self-contained apartments, enabling independent living in a modern, energy-efficient home.

The Oaks, Athy

A new four-bedroom, A2 BER detached home was acquired within walking distance of Athy town centre, its amenities, and public transport links, offering residents a warm and modern place to call home.

€1.7m
investment in
acquisitions and
new builds in
2025



Moore's Wood

Refurbishment, fire safety, and accessibility works were also completed at a number of residential and respite properties, including Dunmurray, Ardscull, Allendale and Calverstown. In our local day services, a new prefabricated unit was installed at Athy local service and refurbishment works were completed at Edenderry local service.

€1m
investment in
alteration and
improvement works
in 2025

Leases were signed on three new buildings for local day services during 2025, in Newbridge, Naas and Athy, all of which will be subject to capital works in 2026. We are also planning refurbishment and housing adaptation works at community houses in Kildare and Naas.

TRANSPORT

2025 was another active year for the transport function, with a range of improvements introduced to support safer, more efficient, and more sustainable travel for the people we support.

- A new Transport Hub was launched on Kare Connect, providing staff with easy access to key resources including policies, guidance handbooks, instructional videos, and operational checklists.
- 74 vehicles are now in the Kare fleet, providing essential transport for service users. 15 of these are electric vehicles, up from 12 in 2024.
- 85% of the fleet is now less than ten years old, delivering increased reliability and lower maintenance and repair costs.
- Six older, high-mileage vehicles were replaced with newer models in 2025, following the replacement of 11 vehicles in 2024.
- Four vehicles remain on the high-priority replacement list due to age and mileage.
- Total transport spend in 2025 was €1.12 million, covering new vehicles, leased vehicles, contracted bus runs, and operational costs.



Staff and service users from residential with their new vehicle

“Just wanted to send you a quick email to express our delight with the new bus. We have been out and about the last few days and it's a dream to drive. It's very pleasing to the eye, there's more room and privacy for [service user] ... [Service user] is comfortable and has spent time exploring their surroundings. The entertainment system is fantastic and staff have been connecting their phones to play songs that [service user] likes – they have been having a great time singing along and have even asked us to turn it up.”

Social Care Worker, local service

REPAIRS AND MAINTENANCE

A total of 1,301 repairs and maintenance jobs were completed across Kare's properties in 2025.

- 83 emergency repairs responded to within 24 hours
- 929 normal priority repairs responded to within 2–4 weeks
- 289 low priority repairs responded to within 4–6 weeks

Total repairs and maintenance spend in 2025 came to €509,812, comprising €336,624 in routine and cyclical repairs and €173,188 in planned sinking fund minor capital works.

€500K

investment in
repairs and
maintenance work
in 2025

Sustainability



We continued to make steady progress on Kare’s sustainability commitments in 2025. Reducing our carbon footprint and improving energy efficiency remain key priorities, both in how we develop and manage our properties and in how we operate our fleet.

ENERGY AND BUILDINGS

Reducing carbon emissions and improving energy efficiency is embedded in how we approach capital projects. All three residential properties acquired in 2025 carry A1 or A2 Building Energy Ratings, ensuring that new homes for the people we support are warm, modern and energy-efficient by design.

Energy improvement measures were also implemented across existing properties during the year. These works contribute to our ongoing commitment to reduce our energy consumption in line with public sector targets for 2030.

FLEET AND TRANSPORT

Transport remains Kare’s largest source of carbon emissions. In 2025, we took a significant step forward by trialling Hydrotreated Vegetable Oil (HVO) fuel in vehicles at four local services – Naas, Clane, Johnstown and Newbridge. HVO can reduce net CO₂ emissions by up to 90% compared with standard diesel, and the trial has produced encouraging results. We plan to expand its use further across the fleet in 2026.

We continued to invest in our electric vehicle fleet, which now stands at 15 vehicles, up from 12 in 2024. Ongoing investment in fleet renewal also means that 85% of our vehicles are now less than ten years old, reducing both emissions and maintenance demands.

Kare remains engaged with the SEAI Transport Community of Practice, working alongside other Section 38 organisations to explore sustainable options for wheelchair-accessible transport. We continue to monitor and report on our energy consumption in line with our obligations under public sector climate action targets.



New additions to our EV fleet in 2025

Human Resources

94

vacancies
filled
in 2025

RECRUITMENT AND RETENTION

In 2025 we focused heavily on recruitment and retention, filling 94 open roles across the organisation. Our staff turnover rate decreased from 10.4% in 2023 to 2.6% in 2025.

STAFF DEVELOPMENT

In 2025, we rolled out a new Staff Annual and Interim Review and Reflection process following an 18-month pilot. The process focuses on staff wellbeing, clarity of role, team charters and career development, supporting meaningful engagement and progression across the organisation.

LEADERSHIP

In September, our first group of leaders completed the three-day Leading an Empowered Organisation (LEO) programme with Professor Dickon Weir-Hughes. This programme supports the development of leadership at all levels, strengthening accountability, collaboration and confidence, and equipping leaders to support teams and deliver positive outcomes.

WELLBEING INITIATIVES

As part of our focus on staff wellbeing, we launched a new Staff Positive Mental Health Policy and participated in the Shine Green Ribbon campaign, with over 300 ribbons worn by staff during September to help reduce stigma around mental health.

Our Workplace Wellbeing Committee also delivered a programme of initiatives throughout the year, including a Random Acts of Kindness month, during which 80 staff were nominated by colleagues and received personalised certificates for their acts of kindness.



Staff at the first LEO Leadership training course in October

Retirements

We said farewell to the following staff members in 2025 and wish them all the very best!

Denise Brady

Mary Collins

Noreen Donnelly

Ann Hill

Patricia Foley

Frances Graham

Ellen Howard

Bernadette Killeen

Angela Lynch

Veronica McCarthy

Catherine Meagher

Lillian Molloy

Patricia Molloy

Deirdre Ryan

Noel Shortt



Fundraising

Fundraising at Kare continued to grow strongly in 2025 as we further developed a strategic and sustainable approach to income generation. In year two of implementing our fundraising framework, Kare saw a 251.35% increase on our baseline, generating a total of €147K across our key revenue streams.

Our fundraising approach focuses on developing diversified and sustainable income streams through community support, corporate partnerships, major donors and regular giving, while ensuring that all fundraising activity is closely aligned with the needs of the people and families we support.

COMMUNITY SUPPORT

We continue to benefit from a remarkable level of community goodwill and grassroots support. Many of our community fundraisers have supported Kare for years, demonstrating a deep commitment to the organisation and the people we support.

In 2025 we were delighted to see the continued success of long-standing initiatives including:

- The 50th Kare Open Golf Competition hosted by Royal Curragh Golf Club
- Pat Jones Memorial Cycle
- Betty Dunne's annual All Souls candle fundraiser

We also welcomed new community supporters. The Rotary Club's Tree of Remembrance initiative selected Kare as a beneficiary in 2025, while the Craft Corner Collective also continued to support our work.

The Cuppa for Kare initiative continues to grow as a wonderful community and corporate engagement event, bringing people together to raise both funds and awareness for the organisation.

Millicent Singers performing at the Christmas concert



Cuppa for Kare in Kilcullen local service

Another highlight was the development of the Kare Art Calendar, which featured artwork created by people supported within Kare services. This initiative not only celebrated creativity and inclusion but also strengthened collaboration with local businesses including Lakeland Dairies, ETBI and PG Duffy & Sons, who supported the project.



During the Christmas period, Kare hosted a wonderful Christmas Concert, with Millicent Singers and Kilcullen Gospel Choir helping to spread festive cheer while raising funds and awareness for Kare services.



CORPORATE ENGAGEMENT

A major area of development in 2025 was the continued growth of Kare's corporate partnerships programme. These partnerships are built on shared values and a commitment to creating meaningful and measurable impact.

We were delighted to begin our corporate partnership journey with Amazon, who supported Kare through structured volunteering and financial support for our respite house in Athy. Amazon volunteers worked directly within the service to enhance the facilities and environment for children and families who use the service, demonstrating how corporate volunteering can create real and visible impact.

BnM (formerly Bord na Mona) also played an important role in supporting Kare, actively participating in community fundraising initiatives including Cuppa for Kare.

We were delighted to see continued support from Kerry, whose teams volunteered their time to help enhance spaces across Kare services.



Keith O'Brien from Life CU with Corinne Concannon, Fundraising Manager, and Darren Smullen, Interim CEO

Fund. This fund will enable frontline services to apply for funding to support community-based projects beginning in 2026.

We were also proud to collaborate with FBD Hotels & Resorts, who provided invaluable support for Voice for Kare's first-ever Beyond Barriers conference, hosted at the Killashee Hotel. This partnership reflects a shared commitment to community, people and purpose, and we look forward to continuing to strengthen this relationship.

VOLUNTEERING

Volunteering continues to play an essential role in our fundraising and engagement strategy. Through corporate and community volunteering initiatives, organisations and individuals have been able to connect directly with Kare and gain a deeper understanding of the impact of their support.

These volunteering opportunities not only enhance our facilities and programmes but also help build awareness, strengthen relationships, and champion inclusion within the wider community.



Volunteers from Kerry painting our equestrian centre

Valuable community support also came from Keurig Dr Pepper, who participated in Cuppa for Kare.

Another significant milestone was the announcement of Life Credit Union as a Community Champion for Kare, making a generous contribution of €10,000 to support the development of Kare's Local Impact

LOOKING AHEAD

Our fundraising strategy continues to focus on building long-term, meaningful partnerships while developing sustainable income streams that support the future growth of our organisation.

A key priority has been ensuring that all partnerships and fundraising activities are impact-driven, linking directly back to the people we support and the services we provide.

In the year ahead, we will:

- Continue to strengthen community relationships and grassroots fundraising initiatives
- Further develop corporate partnerships that align with shared values and social impact
- Expand volunteering opportunities and community engagement
- Launch our impact reporting model, enabling partners to clearly see the difference their support makes
- Develop the Kare Local Impact Fund, supporting frontline services to deliver innovative community-based projects

The continued support of our community, partners and volunteers allows us to enhance services, create opportunities and support individuals to live fulfilling and meaningful lives.



Fundraising Manager Corinne Concannon with the team of Amazon volunteers

Information and Communication Technology

Our Information and Communication Technology and Information Management team plays a vital role in supporting the day-to-day operations of Kare by delivering reliable and secure technology solutions and managing data and records across our services. In 2025, the team supported more than 750 staff and devices across our 40 locations.

INFORMATION AND SYSTEMS

Key developments during the year included:

- More than 80 new laptops were deployed across services, improving access and performance for frontline and administrative staff.
- All Wi-Fi access points were replaced across the organisation, and several sites were upgraded to fibre broadband, significantly improving connectivity.
- HSE funding was secured to replace firewalls and network switches, ensuring modern infrastructure to support efficient and secure network performance.
- A public tender process was initiated to replace HR and Time and Attendance software, which will continue into 2026.

CYBERSECURITY

Strengthening our cybersecurity remained a priority in 2025. In March, we underwent an internal IT audit reviewed against National Cyber Security Baseline Standards, a framework published by the Department of the Environment, Climate and Communications which sets out the security outcomes all public service bodies should achieve. The audit report was received in July 2025, and recommendations have been reviewed and are in the process of being implemented throughout 2025 and into 2026.

In December 2025, we welcomed a new Board member, Jason Kennedy, with specialist cybersecurity experience. Developing this expertise at Board level strengthens our governance and oversight in an area of growing importance, and will have a positive impact on how we manage and respond to cybersecurity challenges across the organisation.

RECORDS AND INFORMATION MANAGEMENT

The archiving team also continued to strengthen data management and records governance. During 2025, 441 service user records (past and present) were uploaded to Kare CID. In line with Kare's retention schedule, 177 new storage cases were archived and 114 expired cases were securely shredded on site in December 2025.

Financial Review

The Statement of Financial Activities and Statement of Financial Position are set out on [pages 100–101](#).

RESULTS AND FINANCIAL POSITION

Net income of €1,316,741 was recorded for the year (2024 net restated income: €2,549,172). The operational result for the year amounted to net expenditure of €89,432 (2024 net income: €17,236).

The funds held as reserves at the year-end were €19,126,917 (2024: €17,810,176), of which €18,464,492 (2024: €17,062,222) is held for restricted purposes. Of those restricted funds, €18,505,601 (2024: €17,013,899) relate to Capital Funds.

Unrestricted reserves of €662,425 (2024: €747,954), include designated funds amounting to €217,838 (2024: €250,775).

FUNDS

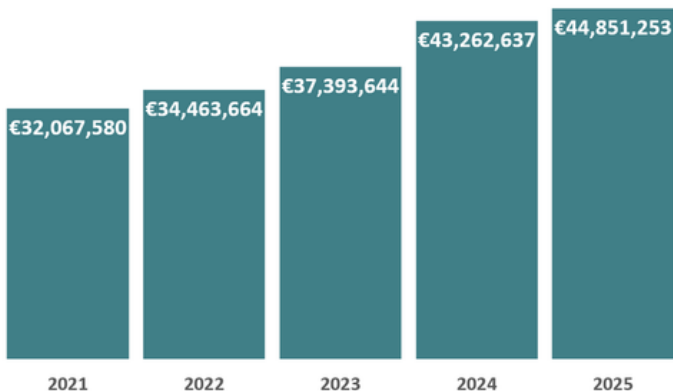
Unrestricted funds are available for use at the discretion of the Board in furtherance of the general objectives of the organisation and which have not been designated for other purposes.

Designated funds are that portion of unrestricted funds which have been earmarked by the Board for specific purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised for particular purposes.

Capital funds relate to restricted capital grants received. The fund is reduced each year by the depreciation charged on assets purchased through the fund.

INCOME



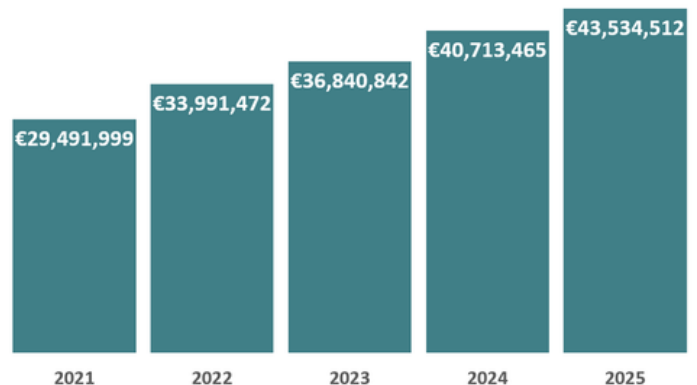
Total income 2021–2025

Overall income increased during the year to €44,851,253 (2024: €43,262,637). In the main, the increase in funding is attributed to additional income provided through our Service Arrangement with the HSE for the delivery and continued expansion of our services along with additional income to cover national pay awards in the public sector.

Grants are included within a strand of our strategic fundraising goal. Internal processes and procedures have been developed to support the application of grants. In 2025, Kare applied for six grant opportunities (2024: 12) with a success rate of 33% (2024: 25%). The HSE continues to be the largest provider of funding to Kare.

Further details on our income can be found in the Notes to the Financial Statements of pages 103–115.

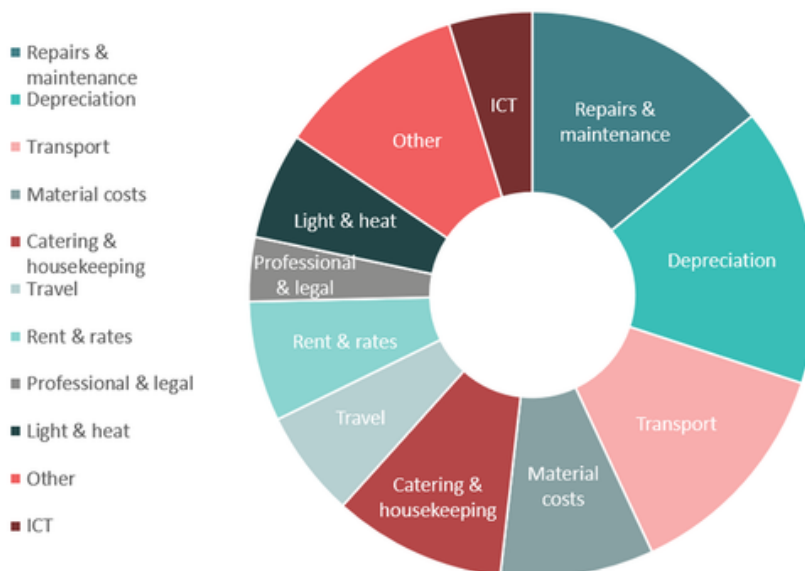
EXPENDITURE



Total expenditure 2021–2025

Overall expenditure increased during the year to €43,534,512 (2024: €40,713,465). The increase in expenditure primarily relates to the increase in both the scale and volume of services being delivered along with national pay awards received.

Due to the nature of our services and supports, staff costs continue to be the largest cost and in 2025 amounted to €37,574,933 (2024: €35,008,086). Details on staff costs are set out in note 10 to the Financial Statements.



Where we spent our non-pay expenditure in 2025

FUNDRAISING ACTIVITIES

Income from fundraising activities during the year amounted to €147,366 (2024: €84,569). The increase in funds raised can be attributed to the activities undertaken to meet the goals of our strategy including an increase in corporate donations and new fundraising campaigns. See the [Fundraising section on page 89](#) for more details.

All funds collected from the public are raised in the name of Kare and are lodged to a separate fundraising bank account. In accordance with our Delegation of Authority Policy, the Board approves how these funds are expended over a threshold of €20,000. As the majority of our income is derived from Grant Funding and Service Arrangements, the amounts fundraised allow us to have a modest independent source of funds which are predominantly used to support capital developments.

INVESTMENT POLICY

The objective of the investment policy is to maintain sufficient liquidity while ensuring maximum security, meeting ethical standards commensurate with achieving the highest possible returns. Interest earned is applied in furtherance of the charitable objectives.

FINANCIAL REVIEW – GOING CONCERN

The Board has a reasonable expectation that Kare has adequate resources to continue in operational existence for the foreseeable future. Kare is reliant on continued HSE funding to carry out its charitable activities. The Board is confident this funding will continue for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

FINANCIAL RISK MANAGEMENT

Our financial risk management objectives and policies involve identifying risks and opportunities, assessing the potential impact of these risks and providing a method for addressing these impacts by either eradicating or reducing threats to an acceptable level or capitalising on achieving opportunities.

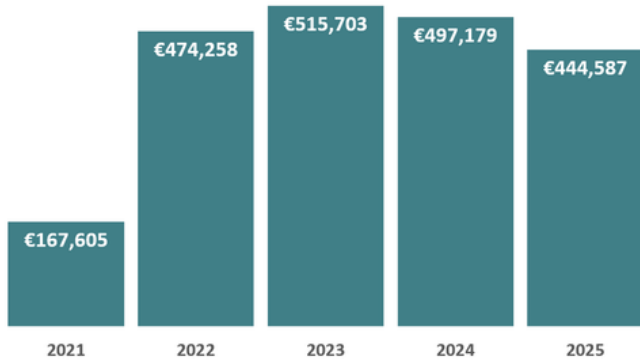
The risk review process consists of activities to identify, categorise, describe, and assess risks. The outcome is a comprehensive finance department Risk Register which sets out the key risks which are clearly mapped to objectives and prioritised according to risk assessment criteria. The Risk Register is reviewed, challenged, discussed and agreed by the Board. Further details on Key Risks are set out in the Risk Management section of this Report.

RESERVES POLICY

Our policy is that cash-backed unrestricted funds and undesignated funds, not required in the immediate future, are primarily used to provide a cushion for short-term working capital requirements.

As a Section 38 Agency, Kare is predominately reliant on funding from the HSE to ensure continued delivery of its services. The HSE does not permit the organisation to hold reserves generated from the funding they furnish. Kare liaises regularly with the HSE on the expenditure related to HSE funded activities to ensure this is achieved. The HSE has not given any indication that it will withdraw its financial support in the foreseeable future. The Board therefore are of the opinion that, given the nature of our funding arrangements, it is appropriate to rely on the HSE to fund the services we deliver.

At the year end, we hold free reserves of €444,587 (2024: €497,179). Free reserves represent the undesignated and unrestricted reserves held at the year-end. The Board have set a minimum free reserve level of €473,000 which is linked to the need to respond to expenditure on new residential housing projects and to have a sufficient reserve to cater for immediate changing needs in our services. It is expected that 2026 will see a return to the minimum level of reserves as our fundraising continues to grow.



Free reserves 2021–2025

The Board is cognisant that Kare currently has low free reserves, however, should the need arise, the Board could review the status of unrestricted funds designated for long term projects or over time dispose of unencumbered freehold fixed assets, thereby, freeing up cash for free reserves.

GENDER PAY GAP

We comply with the Gender Pay Gap Information Act 2021 and have our Gender Pay Gap Report available [on our website here](#). In summary, our gender split is 78:22, with females accounting for 78%. When comparing all employees, the mean hourly rate of males is 0.65% lower than females and the median hourly rate of males is also 3.7% lower.

ACCOUNTING RECORDS

The measures taken by the Board to ensure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records include the implementation of policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. Kare’s books of account are kept at Newbridge Industrial Estate, Newbridge, Co. Kildare.

SUBSEQUENT EVENTS

There are no significant events affecting Kare post year end that require adjustment or disclosure in the financial statements at 31 December 2025.

AUDITORS

The auditors, PKF Brenson Lawlor Chartered Accountants and Statutory Audit firm, continued in office this year in accordance with the Companies Act 2014, Section 383(2).

Statement of Directors' Responsibilities

DIRECTORS' COMPLIANCE STATEMENT

The Board acknowledge that they have a responsibility to ensure that the organisation is fully compliant with their obligations under the Companies Act 2014. To this end, the Finance Audit Committee review the internal controls in place on an annual basis.

The Board confirms that:

- Adequate controls are in place to meet the obligations of Kare.
- Appropriate arrangements and structures are in place that are, in their opinion, designed to secure material compliance with Kare's relevant obligations.

STATEMENT ON RELEVANT AUDIT INFORMATION

In the case of each of the persons who are Directors at the time this report is approved in accordance with Section 332 of Companies Act 2014:

- So far as each Director is aware, there is no relevant audit information of which the statutory auditors are unaware, and
- Each Director has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the statutory auditors are aware of that information.

STATEMENT OF INTERNAL CONTROL

The Directors acknowledge their responsibilities under Section 1.9 of the Code of Practice for the Governance of State Bodies – Business and Financial Reporting Requirements, regarding maintaining appropriate procedures for financial control, travel, procurement and asset disposal.

The Directors acknowledge that the Board is responsible for the system of internal financial control but note that such a system can only provide reasonable, but not absolute assurance against material error. The internal financial control system includes, but is not limited to:

- Operation of a Finance Audit Committee which reports to the Board under an agreed terms of reference
- An annual budget is prepared and approved by the Finance Audit Committee and the Board. Regular reviews of actual results against the budget occur
- Maintaining clear hierarchy of approval and authorisation as set out in our Delegation of Authority Policy (DOA);
- Maintaining segregation of duties between operational functions, processing and payments
- Compliance with the Public Pay and Procurement Policies as relevant to Kare
- Board approval sought for any material items outside of the annual budget in accordance with DOA, and
- Engagement of an external independent organisation to carry out internal audits and report their findings to the Board. The Board reviews the results of these internal audits and works with the CEO and the Senior Management Team to implement improvements where necessary.

The Board confirms that it is satisfied with the effectiveness of the system of internal financial control.

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with FRS 102, the financial reporting framework applicable in the Republic of Ireland, and the provisions of the Companies Act 2014.

Company Law requires the Directors to prepare financial statements for each financial year. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of Kare and of the incoming resources and application of resources, including the income and expenditure, of Kare for that period. In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether FRS 102 has been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that Kare will continue in operation, and
- Maintain the integrity of the corporate and financial information included on the website.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the transactions and disclose with reasonable accuracy at any time the financial position of Kare and enable them to ensure that the financial statements comply with the Companies Act 2014. They are also responsible for safeguarding the assets of Kare and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

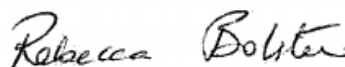
This report was approved by the Directors on 26th May 2026.

and signed on their behalf by:



.....

Mr Matthew Behan
Director



.....

Ms Rebecca Bolster
Director

Independent Auditor's Report

OPINION

We have audited the financial statements of Kare, Promoting Inclusion for People with Intellectual Disabilities for the year ended 31 December 2025 which comprise the Statement of Financial Activities, Statement of Financial Position, the Statement of Cash Flows and the related notes. The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2025 and of its surplus/(deficit) for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to

events or conditions that, individually or collectively, may cast significant doubt on our ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2014

Based solely on the work undertaken in the course of the audit, we report that in our opinion:

- the information given in the Director's Report is consistent with the financial statements; and
- the Director's Report has been prepared in accordance with applicable legal requirements.

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 charity were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

Based on the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' report.

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

RESPONSIBILITIES OF DIRECTORS FOR THE FINANCIAL STATEMENTS

As explained more fully in the Director's Responsibilities Statement, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing our ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the director either intend to liquidate or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are

considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located [on the IAASA's website here](#). This description forms part of our auditor's report.

THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the 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 members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Kare and its members as a body, for our audit work, for this report, or for the opinions we have formed.

John Manning
for and on behalf of PKF Brenson Lawlor
Statutory Audit Firm

26th May 2026



Argyle Square
Morehampton Road
Donnybrook
Dublin 4
D04 W9W7

Audited Financial Statements

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 December 2025

	Note	Unrestricted funds 2025 €	Restricted funds 2025 €	Capital funds 2025 €	Total funds 2025 €	Restated Total funds 2024 €
Income and endowments from:						
Donations and legacies	2	147,366	-	-	147,366	434,569
Charitable activities	3	-	43,818,813	885,074	44,703,887	42,828,068
Total income and endowments		147,366	43,818,813	885,074	44,851,253	43,262,637
Expenditure on:						
Raising funds	4 - 6	(95,613)	-	-	(95,613)	(104,787)
Charitable activities	4 - 6	(110,493)	(42,388,306)	(940,100)	(43,438,899)	(40,608,678)
Total expenditure		(206,106)	(42,388,306)	(940,100)	(43,534,512)	(40,713,465)
Net income / (expenditure)		(58,740)	1,430,507	(55,026)	1,316,741	2,549,172
Transfers between funds	17	(26,789)	(1,519,939)	1,546,728	-	-
Net movement in funds		(85,529)	(89,432)	1,491,702	1,316,741	2,549,172
Reconciliation of funds:						
Opening funds	17	747,954	48,323	17,013,899	17,810,176	15,261,004
Closing funds	17	662,425	(41,109)	18,505,601	19,126,917	17,810,176

The notes on [pages 103–115](#) form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Note	2025 €	2025 €	2024 €	Restated 2024 €
FIXED ASSETS					
Tangible fixed assets	12		13,965,396		11,893,523
CURRENT ASSETS					
Debtors	13	3,541,084		4,809,433	
Bank and cash	14	8,197,609		7,325,380	
		<u>11,738,693</u>		<u>12,134,813</u>	
CURRENT LIABILITIES					
Creditors falling due within one year	15	<u>(5,215,066)</u>		<u>(5,033,327)</u>	
NET CURRENT ASSETS/(LIABILITIES)			<u>6,523,627</u>		<u>7,101,486</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			20,489,023		18,995,009
Creditors falling due after one year	16		(1,362,106)		(1,184,833)
NET ASSETS			<u>19,126,917</u>		<u>17,810,176</u>
TOTAL FUNDS OF CHARITY					
Unrestricted funds	17		662,425		747,954
Restricted capital funds	17		18,505,601		17,013,899
Restricted funds	17		(41,109)		48,323
TOTAL CHARITY FUNDS			<u>19,126,917</u>		<u>17,810,176</u>

The notes on [pages 88–100](#) form part of these financial statements.

This report was approved by the Directors on:

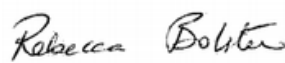
26th May 2026

and signed on their behalf by:



.....

Mr Matthew Behan
Director



.....

Ms Rebecca Bolster
Director

STATEMENT OF CASHFLOWS

As at 31 December 2025

		2025	Restated 2024
	Note	€	€
Cashflows from operating activities			
Net cash provided by operating activities	19	3,888,046	1,372,835
Cashflows from investment activities			
Purchase of tangible fixed assets	12	(3,020,448)	(1,527,462)
Net proceeds from disposal of fixed assets	12 / 19	4,631	12,000
Net cash used in investing activities		(3,015,817)	(1,515,462)
Changes in cash and cash equivalents for the year		872,229	(142,627)
Cash and cash equivalents at beginning of year	14	7,325,380	7,468,007
Cash and cash equivalents at end of year	14	8,197,609	7,325,380

The notes on [pages 88–100](#) form part of these financial statements.

Notes to the Financial Statements

1. ACCOUNTING POLICIES

1.1 Company status

Kare, Promoting Inclusion for People with Intellectual disabilities ("Kare") is an Irish registered Company Limited by Guarantee under Part 18 of the Companies Act 2014 with its registered office at Newbridge Industrial Estate, Newbridge, Co. Kildare. The Directors are set out on [pages 11–13](#) of this report. In the event of Kare being wound up, the liability in respect of the guarantee is limited to €1 per member.

1.2 Basis of preparation of financial statements

These financial statements comprising the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flow and the related notes constitute the individual financial statements of Kare for the financial year ended 31 December 2025. The financial statements have been prepared in accordance with the Charities SORP – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), "Charities SORP" and the Companies Act 2014.

As permitted by Section 291 of the Companies Act 2014, Kare has varied the standard formats specified in that Act for the Statement of Financial Activities (Incorporating Income and Expenditure Account) "Statement of Financial Activities", the Statement of Financial Position and Statement of Cash Flow.

Departures from the standard formats as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP.

Kare meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.3 Comparative figures

In preparing these accounts, the Directors have considered whether in applying the accounting policies required by FRS 102 and Charities SORP FRS 102 the

restatement of comparative items was required. Where necessary comparative figures have been re-grouped on a basis consistent with the current year.

1.4 Going Concern

Kare is dependent on the HSE to fund its activities and the ongoing support of the HSE at an appropriate level is fundamental for the ability to continue as a going concern. The HSE has not given any indication that it will withdraw its financial support in the foreseeable future. Management have reviewed the level of activity and costs for 2026 and have drawn up plans to deal with the issues associated with current cost and funding pressures. At the time of approving the financial statements, the Directors have a reasonable expectation that Kare has adequate resources to continue in operational existence for the foreseeable future. Thus, the Directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.5 Functional and foreign currencies

The financial statements have been presented in euro (€) which is also the functional currency and are rounded to the nearest €1.

Monetary assets and liabilities denominated in foreign currencies are translated into euro at rates of exchange ruling at the Statement of Financial Position date. Transactions in foreign currencies are translated into euro at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of Financial Activities.

1.6 Fund accounting

Unrestricted funds are funds which are available for use at the discretion of the Directors in furtherance of the general objectives of Kare and which have not been designated for other purposes.

Designated funds are that portion of unrestricted funds which have been earmarked by the Directors for specific purposes. Further details on the purpose and likely timing of expenditure are set out in the notes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors

or which have been raised by Kare for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each material restricted fund is set out in the Notes to the Financial Statements.

Capital funds includes grants received towards capital assets and are credited to the statement of financial activities under restricted capital funds when received or receivable subject to any performance-related conditions being met. The fund is reduced each year by the depreciation charged on assets purchased through the fund.

1.7 Income

All income is recognised once Kare has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income that does not meet the recognition criteria is deferred until such time as the performance related conditions are met.

Income is categorised in accordance with Charities SORP as follows: Donations and Legacies and Charitable Activities.

Donated services or facilities are recognised when Kare has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of Kare of the item is probable and that economic benefit can be measured reliably. On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to Kare which is the amount that would have been paid to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

For legacies, entitlement is the earlier of being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion, legacies will be notified, however, it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

We received government grants in respect of our core service provision. Income from government grants are recognised at fair value when the charity has

entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred. Kare receives over 50% of income from the Exchequer annually.

In accordance with Charities SORP, the general donated time of volunteers is not recognised.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably; this is normally upon notification of the interest paid or payable by the Bank.

1.9 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure is classified by activity under the following headings:

- Costs of raising funds includes costs incurred in attracting voluntary income.
- Expenditure on charitable activities includes those costs incurred in furtherance of the charitable activities and providing services to beneficiaries.

All expenditure is inclusive of irrecoverable VAT.

1.10 Support costs allocation

The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Support costs are allocated on the basis of staff numbers in the relevant department.

Support costs are those costs incurred directly in support of expenditure on the objects of Kare and include maintenance and administration.

Governance costs are those associated with meeting the constitutional and statutory requirements.

An analysis of these costs is included in the notes.

1.11 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold	2% straight line
Modular buildings	3.33% straight line
Leasehold property	Over term of lease
Motor vehicles	20% straight line
Fixtures and fittings	20% straight line
Computer equipment	20% straight line

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Fully depreciated assets are retained in the cost of the asset class and related accumulated depreciation class until they are removed from service. In the case of disposals, assets and related depreciation are removed from the financial statements and the net amount, less proceeds from disposal, is charged or credited to the Statement of Financial Activities.

1.12 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.13 Work in progress

Work in progress is stated at cost and includes costs incurred on various capital projects at the year end.

1.14 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15 Creditors

Trade and other creditors are recognised at the settlement amount after any trade discount received. Accruals are valued at the amount accrued net of any trade discounts payable.

1.16 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

1.17 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Statement of Financial Position date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that Kare anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

1.18 Financial instruments

Kare holds financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.19 Taxation

Kare is registered with the Revenue Commissioners, CHY No. 5907, and is therefore not liable to corporation tax on any surplus income.

1.20 Contingencies

Contingent liabilities, arising as a result of past events, are not recognised when (i) it is not probable that there will be an outflow of resources or (ii) that the amount cannot be reliably measured at the reporting date or (iii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within our control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is probable.

1.21 Employee benefits

Kare operates a defined contribution pension scheme through the National Federation of Voluntary Services Providers' ("FEDVOL") under their Pension & Life Assurance Scheme which is administered by Irish Life. Trustees are appointed to the FEDVOL Scheme in accordance with their policies. The Trustees are required by law to act in the best interests of the members of the Scheme.

The assets of the scheme are held separately from Kare. The pension charge represents the contributions payable by Kare to the scheme in the year. Once fixed contributions have been paid by Kare, there is no legal or constructive obligation to pay any further contributions. Kare are not responsible for the investment performance of the scheme or level of benefits payable to employees on retirement.

Short term employee benefits are recognised as an expense in the financial year in which employees render the related service. It includes untaken annual leave and similar entitlements which are expected to be taken by employees within 12 months after the year end in which the employee renders the related service.

1.22 Critical accounting estimates and areas of judgment

In the application of the accounting policies, the Directors are required to make judgments, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- **Establishing useful economic lives for depreciation purposes of tangible fixed assets**

Long-lived assets, consisting primarily of tangible fixed assets, comprise a significant portion of the total assets. The annual depreciation charge depends primarily on the estimated useful economic lives of each type of asset and estimates of residual values. The Directors regularly review these asset useful economic lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset useful lives can have a significant impact on depreciation for the period. Detail of the useful economic lives is included in the accounting policies.

- **Going Concern**

Kare is dependent on the HSE to fund its activities and the ongoing support of the HSE at an appropriate level is fundamental for the ability to continue as a going concern. The HSE has not given any indication that it will withdraw its financial support in the foreseeable future. Management have reviewed the level of activity and costs for 2026 and have drawn up plans to deal with the issues associated with current cost and funding pressures. On this basis the Directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2025 €	Restricted funds 2025 €	Capital funds 2025 €	Total 2025 €	Total 2024 €
Voluntary Donations	125,980	-	-	125,980	434,569
Legacies	21,386	-	-	21,386	-
Total	147,366	-	-	147,366	434,569

Income from Voluntary Donations includes all income received from fundraising events held by or on behalf of Kare. In 2024, a gift in kind was recognised relating to a donated property located in Kildare Town with a market value of €350,000.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds	Restricted funds	Capital funds	Total	Total
	2025	2025	2025	2025	2024
	€	€	€	€	€
Services and supports	-	42,011,322	885,074	42,896,396	41,086,395
Housing	-	235,073	-	235,073	223,567
Training initiatives	-	1,572,418	-	1,572,418	1,518,106
Total	-	43,818,813	885,074	44,703,887	42,828,068

Income from Charitable Activities includes all income received primarily from the HSE for the delivery of Services. It also includes Grants from other funders as listed in the analysis of Income from charitable activities.

Kare, a Tier 2 Approved Housing Body, receives income from tenants meeting certain criteria. Income is recorded in the Housing Activity.

Income from Training Initiatives includes amounts received from the Department of Social Protection under the Community Employment Schemes and also the Education Training Boards for Local Training Initiatives.

Further information on income is set out in note 25.

3.1 Analysis of income from charitable activities

	2025	2024
	€	€
Services and supports		
HSE Kildare West Wicklow	37,635,129	33,760,739
HSE Miscellaneous	1,705,299	2,079,362
HSE Rehabilitative Training	219,600	215,361
Department of Education - Bus Escorts	677,955	553,919
HSE Midland	379,045	412,051
Department of Education - VTC	263,007	252,736
HSE South Eastern	112,126	135,452
Department of Education - Ancillary	50,812	100,903
Miscellaneous receipts	89,719	63,016
HSE Special requests	-	7,477
Residential contributions - RSSMACs	75,590	85,476
HSE Mothers and babies	-	1,586
HSE Dublin South East/Wicklow	638,804	638,804
HSE Dublin North East	25,394	25,394
Revenue Grants	73,740	13,993
HSE Childrens' respite	48,756	53,058
Respite Contributions	-	-
Social Club Contributions	7,836	6,150
Rental Income	6,330	6,385
Summer Camp/Special Olympics	2,180	-
Total	42,011,322	38,411,862
	2025	2024
	€	€
Housing		
Rental income	235,073	223,567
Total	235,073	223,567
	2025	2024
	€	€
Training schemes and initiatives "Training initiatives"		
Dept of Social Protection - Community Employment	1,477,510	1,419,389
Education and Training Boards - Local Training Initiatives	94,908	98,717
Total	1,572,418	1,518,106
	2025	2024
	€	€
Capital Funding		
Capital Assistance Scheme	589,677	1,881,192
HSE Capital Funding	295,397	793,341
Total	885,074	2,674,533
Total income from charitable activities	44,703,887	42,828,068

4. DIRECT COSTS

	Services and supports 2025 €	Housing 2025 €	Training initiatives 2025 €	Unrestricted Funds 2025 €	Capital 2025 €	Total 2025 €	Restated Total 2024 €
Wages	33,050,480	-	1,477,567	120,203	-	34,648,250	32,166,256
Depreciation	5,278	1,853	-	-	940,100	947,231	851,950
Repairs & maintenance	549,486	205,640	-	16,000	-	771,126	554,865
Transport costs - national	749,473	-	-	-	-	749,473	734,772
Catering & housekeeping	522,698	26,490	29,717	1,495	-	580,400	538,573
Material costs	394,365	-	7,846	25,264	-	427,475	395,591
Rent & rates	290,905	44,744	-	24,000	-	359,649	378,250
Travel - national	341,303	-	5,315	1,310	-	347,928	351,744
Light & heat	339,318	-	-	-	-	339,318	287,826
Professional & legal fees	86,816	-	1,845	-	-	88,661	328,209
Training & development	28,658	-	33,930	-	-	62,588	39,219
Print, post & stationery	41,502	-	9,232	115	-	50,849	55,587
Miscellaneous	14,570	-	-	12,015	-	26,585	11,501
Membership and subscriptions	19,452	160	1,003	5,704	-	25,999	27,765
Recreation & leisure	21,576	-	-	-	-	21,576	31,673
I.C.T.	7,713	-	5,501	-	-	13,214	4,465
Leasing of equipment	11,369	-	-	-	-	11,369	1,763
Insurance	2,899	-	-	-	-	2,899	2,588
Telephone	264	-	385	-	-	649	402
Bank interest & charges	-	112	80	-	-	192	203
Total	36,478,125	278,679	1,572,421	206,106	940,100	39,475,431	36,763,202

5. SUPPORT COSTS

	Services and supports 2025 €	Housing 2025 €	Total 2025 €	Total 2024 €
Wages	2,915,386	11,297	2,926,683	2,841,830
I.C.T.	268,449	1,040	269,489	285,260
Telephone	143,158	555	143,713	127,307
Professional & legal fees	129,191	501	129,692	203,206
Insurance	116,029	450	116,479	110,150
Material costs	93,942	364	94,306	40,340
Repairs & maintenance	70,339	273	70,612	43,459
Training & development	69,352	269	69,621	68,095
Membership and subscriptions	65,196	253	65,449	72,703
Rent & rates	49,010	190	49,200	49,200
Print, post & stationery	28,237	109	28,346	27,342
Transport costs - national	26,193	102	26,295	21,983
Light & heat	24,223	94	24,317	23,034
Travel	16,000	62	16,062	12,779
Miscellaneous	14,688	57	14,745	15,970
Catering & housekeeping	6,459	25	6,484	2,452
Leasing of equipment	4,172	16	4,188	1,694
Bank interest & charges	2,048	8	2,056	2,115
Depreciation	1,339	5	1,344	1,344
Total	4,043,411	15,670	4,059,081	3,950,263

Support costs are those costs incurred directly in support of the activities undertaken by Kare. Support costs are allocated based on direct staff.

5.1 Governance costs

Included within direct and support costs are the following governance costs:

	2025	2024
	€	€
Auditors fees	14,145	13,038
Professional & legal fees	78,735	130,406
Total	92,880	143,444

Governance costs are the costs associated with our governance arrangements and include internal and external audit, legal advice and strategic consultancy.

6. ANALYSIS OF EXPENDITURE BY EXPENDITURE TYPE

	Staff costs	Depreciation	Other costs	Total	Restated Total
	2025	2025	2025	2025	2024
	€	€	€	€	€
Services and supports	35,965,866	6,617	4,549,053	40,521,536	37,936,098
Housing	11,297	1,858	281,194	294,349	309,654
Training initiatives	1,477,567	-	94,854	1,572,421	1,518,107
Unrestricted funds	120,203	-	85,903	206,106	104,787
Capital	-	940,100	-	940,100	844,819
Total Expenditure	37,574,933	948,575	5,011,004	43,534,512	40,713,465

7. NET INCOME/(EXPENDITURE)

This is stated after charging/(crediting):

	2025	Restated Total
	€	€
Depreciation of tangible fixed assets	948,575	853,294
(Profit)/loss on disposal of fixed assets	(4,631)	(7,880)
Operating leases - vehicles	175,175	129,700
Operating leases - rent	408,849	427,450

8. AUDITORS' REMUNERATION

	2025	2024
	€	€
Fees payable for annual audit	14,145	13,038

9. TAXATION

Kare, a registered charity with the Revenue Commissioners, CHY No. 5907, and is therefore not liable to corporation tax on any surplus income. Kare complies with Circular 44/2006, Tax Clearance Procedure Grants, Subsidies and Similar Type Payments.

10. STAFF COSTS

	2025	2024
	€	€
Wages and salaries	31,983,720	29,829,212
Employers PRSI	3,387,830	3,114,182
Pension costs	2,111,173	1,900,986
Non payroll costs - agency staff	92,210	163,706
Total	37,574,933	35,008,086

Employee numbers

Total average headcount amounted to 759 in 2025 (2024: 725). Further details are available in the Gender Pay Gap report for 2025 published on our website.

Total whole time equivalent of staff across key activities are set out below

	2025	2024
	WTE	WTE
Management and administration	48	48
Support services	496	477
Nursing staff	35	31
Paramedical staff	37	33
Total	616	589

Analysis of salary bands in accordance with DPER Circular 13/2014

	2025	2024
	No. of staff	No. of staff
Between €60,001 - €70,000	79	77
Between €70,001 - €80,000	56	24
Between €80,001 - €90,000	2	7
Between €90,001 - €100,000	9	8
Between €100,001 - €110,000	1	1

The key management personnel in Kare are the members of the Senior Management Team (CEO, HR, Finance, Facilities, Quality, Operations & Support Services). Total remuneration paid to key management personnel including pension contributions in the year amounted to €667,463 (2024: €697,135). The remuneration paid to holders of the Chief Executive Officer role in the year totalled €104,030 in gross pay and €5,568 in company pension contributions.

The Directors neither received nor waived any remuneration during the year (2024: €Nil) and did not have any expenses reimbursed (2024: €Nil).

11. INTEREST AND CHARGES

	2025	2024
	€	€
Bank charges	2,248	2,318

12. TANGIBLE FIXED ASSETS

	Buildings	Fixtures & Fittings	ICT	Motor Vehicles	Total
	€	€	€	€	€
Cost					
At 1 January 2025	18,151,157	757,208	716,769	2,128,196	21,753,330
Additions	2,545,084	115,127	761	359,476	3,020,448
Disposals	-	-	-	(251,916)	(251,916)
At 31 December 2025	20,696,241	872,335	717,530	2,235,756	24,521,862
Accumulated Depreciation					
At 1 January 2025	7,327,341	543,992	650,693	1,337,781	9,859,807
Depreciation	504,359	90,946	19,467	333,803	948,575
Disposals	-	-	-	(251,916)	(251,916)
At 31 December 2025	7,831,700	634,938	670,160	1,419,668	10,556,466
Net Book Value					
At 31 December 2024	10,823,816	213,216	66,076	790,415	11,893,523
At 31 December 2025	12,864,541	237,397	47,370	816,088	13,965,396

A first legal charge in the amount of €4,888,133 is secured by Kildare County Council over the freehold interest in specific residential properties. A first legal charge in the amount of €500,000 is secured by the HSE on a further specific residential property. In accordance with the HSE Financial Regulations we have engaged with the HSE on request to protect the State's interest and we comply with the requirements of DPER Circular 13/2014. At 31 December 2025, there are two properties in the process of having a charge applied.

The Directors have considered the value of fixed assets as at the 31 December 2025 and are satisfied there is no impairment required. (2024: Nil).

13. DEBTORS

	2025	2024
	€	€
Trade debtors	3,226,338	4,233,817
Work in progress	68,017	452,724
Prepayments and other	246,729	122,892
Total	3,541,084	4,809,433

Work in progress is stated at cost and includes costs incurred on various capital projects at the year end.

14. BANK AND CASH

	2025	2024
	€	€
Donations and Fundraising Account	663,793	749,025
Other Bank and cash	7,533,816	6,576,355
Total	8,197,609	7,325,380

All funds are held in bank accounts and are available in less than three months.

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	€	€
Trade creditors	199,013	113,041
Accruals and other	2,887,748	2,899,237
Deferred Income (note 15.1)	407,708	383,066
Payroll taxes	875,008	878,748
Value added tax	25,282	38,415
Other Creditors	820,307	720,820
Total	5,215,066	5,033,327

15.1 Deferred income

	2025	2024
	€	€
Opening Balance	383,066	267,840
Income deferred in the year	407,708	383,066
Income released in the year	(383,066)	(267,840)
Closing Balance	407,708	383,066

Income that does not meet the recognition criteria is deferred until such time as the performance related conditions are met. Deferred Income at, 31 December 2024, was fully released to the Statement of Financial Activities in 2025.

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	€	€
Refurbishment fund	1,362,106	1,184,833
Total	1,362,106	1,184,833

In accordance with the Approved Housing Body Financial Standards and Assessment Framework, Tier 2 Housing Bodies should have a refurbishment fund in place. Kare complies with this requirement and has developed a fund for long term systematic repair and refurbishment on our property portfolio. The level of provision maintained is required to meet the ten-year property plan.

17. STATEMENT OF FUNDS

	Restated				
	Opening	Income	Expenditure	Transfers	Closing
	funds 2025	2025	2025	2025	funds 2025
	€	€	€	€	€
Unrestricted					
General funds	747,954	147,366	(206,106)	(26,789)	662,425
Restricted funds					
Services and supports	47,603	42,011,322	(40,521,536)	(1,578,498)	(41,109)
Housing	720	235,073	(294,349)	58,556	-
Training initiatives	-	1,572,418	(1,572,421)	3	-
Capital	17,013,899	885,074	(940,100)	1,546,728	18,505,601
Total	17,810,176	44,851,253	(43,534,512)	-	19,126,917

Unrestricted funds

Included in Unrestricted funds are amounts designated by the Board of €217,838 (2024: €250,775). These funds are predominantly designated for capital and strategic projects for expenditure in the short to medium term.

Restricted services and supports fund

The restricted services and support fund is all restricted income and expenses in respect of delivering services and supports to service users.

Restricted housing

The housing reserve relates to all income and expenditure incurred undertaking the activities of the Approved Housing Body.

Capital funds

The balance in capital funds comprises the net amount of capital funding provided to Kare. The fund will be depleted when the depreciation for the assets in which the funds were advanced is charged to the Statement of Financial Activities.

Transfers between funds

Transfers between funds primarily consist of amounts transferred from unrestricted general funds and restricted services and supports fund to fund capital projects. All capital funds and transfers are approved by the Directors.

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2025 €	Restricted funds 2025 €	Total funds 2025 €	Restated Total funds 2024 €
Tangible fixed assets	-	13,965,396	13,965,396	11,893,523
Current assets	663,793	11,074,900	11,738,693	12,134,813
Current liabilities	-	(5,215,066)	(5,215,066)	(5,033,327)
Creditors over one year	-	(1,362,106)	(1,362,106)	(1,184,833)
Total	663,793	18,463,124	19,126,917	17,810,176

19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 €	Restated 2024 €
Net (expenditure) / income in the year	1,316,741	2,549,172
Adjust for:		
Depreciation	948,575	853,294
Decrease / (increase) in debtors	1,268,349	(1,566,091)
Increase / (decrease) in creditors	359,012	(455,660)
(Profit)/Loss on disposal of Fixed Assets	(4,631)	(7,880)
Net cash provided by operating activities	3,888,046	1,372,835

20. CHANGES IN NET DEBT

	2025 €	2024 €
Opening cash and cash equivalents	7,325,380	7,468,007
Movement in cash and cash equivalents in the year	872,229	(142,627)
Closing cash and cash equivalents	8,197,609	7,325,380

21. OPERATING LEASE COMMITMENTS

At 31 December 2025 the total future minimum lease payments under non-cancellable operating leases was:

	2025	2024
	€	€
Within one year	563,322	451,765
Between two and five years	1,028,944	784,170
Over five years	1,691,404	1,643,533
	<u>3,283,670</u>	<u>2,879,468</u>

22. RELATED PARTY TRANSACTIONS

There were no related party transactions other than those already disclosed in the financial statements. None of the Directors receive any remuneration, expenses or fees for their roles as Directors of Kare.

23. POST BALANCE SHEET EVENTS

There have been no material events post year end that require adjustment or disclosure in the financial statements.

24. CAPITAL COMMITMENTS

Capital Commitments entered into before the 31 December 2025 not completed and not included in the financial statements amounted to €215,321 (2024: €339,550).

25. ADDITIONAL INCOME DISCLOSURES

In accordance with the Department of Public Expenditure and Reform, Circular 13/2014, the following disclosures are required for all bodies receiving publicly funded grants.

Grant programme / Term	Purpose / Restriction	Amount in SOFA	Term of the Grant	Total Grant	Amount Received (Deferred) / Due Reporting policies		
					2025		
Health Service Executive 2025							
HSE Kildare West Wicklow	Service Provision	37,635,129	Annual	37,635,129	35,234,503	2,400,626	Reported as receivable
HSE Midland	Service Provision	379,045	Annual	379,045	379,045	-	Reported as receivable
HSE Dublin North East	Service Provision	25,394	Annual	25,394	25,394	-	Reported as receivable
HSE Dublin South East/Wicklow	Service Provision	638,804	Annual	638,804	585,570	53,234	Reported as receivable
HSE South Eastern	Service Provision	112,126	Annual	112,126	112,126	-	Reported as receivable
Special HSE service requests	Service Provision	1,754,055	Ongoing	1,754,055	1,554,035	200,020	Reported as receivable
HSE Capital Funding	Capital Funding	295,397	Ongoing	295,397	295,397	-	Reported as receivable
HSE Rehabilitative Training	Service Provision	219,600	Annual	219,600	198,000	21,600	Reported as receivable
Department of Education and Science 2025							
Department of Education - Bus Escorts	Service Provision	677,955	Annual	591,487	652,314	- 327,256	Reported as Claimed
Department of Education - VTC	Service Provision	263,007	Annual	263,007	239,900	23,107	Reported as receivable
Department of Education - Ancillary Schools	Ancillary	50,812	Annual	50,812	45,749	5,063	Reported as receivable
Department of Social Protection 2025							
Community Employment Schemes	Training Schemes	1,477,510	Annual	1,477,510	1,401,078	76,432	Reported as receivable
Education and Training Boards 2025							
Local Training Initiatives	Training Schemes	94,908	Annual	94,908	88,724	6,184	Reported as receivable
Kildare County Council 2025							
Capital Assistance Scheme	Capital Funding	589,677	Once off	589,677	155,965	433,712	Reported as receivable
Miscellaneous							
Hospital Saturday Fund 2025	Service Provision	3,000	Once off	3,000	-	3,000	Reported as receivable
Pobal Workability Grant 2024-2028	Service Provision	62,508	Ongoing	112,789	112,789	- 80,452	Reported as Claimed
Rental Income	Service Provision	241,403	Ongoing	241,403	240,147	1,256	Reported as receivable
Client Contributions	Service Provision	85,606	Ongoing	85,606	83,502	2,104	Reported as receivable
Lottery Grant Hoist	Service Provision	4,109	Ongoing	4,109	4,109	-	Reported as Claimed
Kildare Co Co Creative Ireland Bursary	Service Provision	4,123	Ongoing	4,123	4,123	-	Reported as Claimed
Miscellaneous Contributions	Service Provision	89,719	Ongoing	89,719	89,719	-	Reported as receivable
Total		<u>44,703,887</u>		<u>44,667,700</u>	<u>41,502,189</u>	<u>2,818,630</u>	

25.1 Pobal Workability Grant (Inclusive Pathways to Employment Programme)

In accordance with the Pobal Workability Grant Agreement disclosure requirements, expenditure of €62,508 was incurred in 2025 (2024: €936) on the implementation of the project. The Workability Grant is co-funded by the Government of Ireland through the Department of Social Protection and the European Union.

26. PRIOR YEAR ADJUSTMENT

During the year, a review of the accounting policy in respect of the treatment of Tangible Fixed Assets relating to both special schools was undertaken. The review was primarily focused on the recognition criteria of assets in accordance with FRS102 Section 17, Property, Plant and Equipment and Section 20, Leases.

It was determined during the review that the recording of both schools as Tangible Fixed Assets on our Statement of Financial Position did not meet the recognition criteria in FRS102. This is primarily due to the requirements concerning future economic benefits, resulting in a change in accounting policy, and derecognition of the impacted assets retrospectively.

The change in accounting policy has been applied retrospectively in accordance with the requirements of FRS102 Section 10, Accounting Policies, Estimates and Errors.

26.1 Impact of prior year adjustment

<i>Statement of Financial Position</i>	2025	2024	Jan 2024
	€	€	€
Tangible Fixed Assets - As previously reported	17,143,188	15,183,237	14,625,111
Adjustment - Net Book Value	(3,177,792)	(3,289,714)	(3,401,636)
Tangible Fixed Assets - Restated	13,965,396	11,893,523	11,223,475
<i>Reserves</i>			
Restricted Capital Funds - As previously reported	21,683,393	20,303,613	17,838,459
Adjustment - Capital Grant Balance	(3,177,792)	(3,289,714)	(3,401,636)
Restricted Capital Funds - Restated	18,505,601	17,013,899	14,436,823
<i>Statement of Financial Activities</i>			
Net movement Funds - As previously reported	1,204,819	2,437,250	
Adjustment - Depreciation	111,922	111,922	
Net movement in Funds - Restated	1,316,741	2,549,172	

27. APPROVAL OF FINANCIAL STATEMENTS

The financial statements for the year ended 31 December 2025 were approved and adopted by the Directors on 26th May 2026.

End-of-Year Celebration





Kare: Promoting Inclusion for People with Intellectual Disabilities



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