

20  
22

**Annual Report &  
Financial Statements**



Cover image is the “Bottle Top Art” project designed by the service users of Edenderry Local Service. See page 56 of this report for more details.

# In Memory

## Elizabeth Deering



Liz as she was fondly known by her family and all her friends here in The Lalor Centre. She was a vibrant, bubbly, fun loving, fashionable, kind, determined lady and the life and soul of the centre. Liz was a service user in the Lalor Centre since she

left school at 18 and she saw many changes in KARE in her time here. She loved life and if there was music or a party on, you could be sure Liz would be the first one there.

Due to ill health Liz had not been with us for a few years prior to her passing, she was and will always be in our thought and memories, of which she left many. Sadly Liz passed away on the 28 June 2022. A beautiful bench was unveiled in her memory by her family at the centre. It is a lovely place to sit and remember Liz's laugh and great personality.

Gone but not forgotten.

## Janice Keenan



Janice joined the Finance Team in 2013, unfortunately in June 2022 we said farewell to our friend and colleague. A lover of music, nature and quizzes. A heart of gold, a smile of pure joy, a kindness that extended to all she knew. That

was our friend Janice. She touched the lives of everyone she came across and had a cheerful disposition on life. Janice always had a friendly smile and a kind word for everyone she met. Her caring attitude made many people's day brighter.

## John Afolabi



In May 2022, we lost one of our very dear friends John Afolabi.

We are heartbroken at the loss of John. We know our day service will never be the same again. John was such a huge part of our centre, from his

personal greeting to everyone in the morning to his goodbyes in the evening. He had a huge impact on all of our lives. He was so eager and willing to take part in any activities he was offered. John participated in swimming, the gym, basketball, drumming, bocce, choir, art, sign language classes, cooking, gardening and singing and dancing. If there were more hours in each day, it would have been more. John had been working towards his Gaisce President Award and completed his community involvement component the week before he passed away. John's family accepted his Gaisce award presented by the acting CEO of Gaisce on his behalf in December 2022. This was a huge achievement for John and we are all very proud of him.

John's devotion to his faith and church was admirable. He loved to preach and would give us blessings every day. John was a kind, generous, considerate and funny young man with an amazing personality. His positive energy and enthusiasm had a huge impact on everybody that was lucky enough to meet him.

Over the last 4 years, we have worked very closely with John's family. They would always be thankful to us for the support we gave to John. But it is us that should be thanking them, for giving us the gift of John.

We will cherish John and his vibrant memories forever.



## Gerry Foley

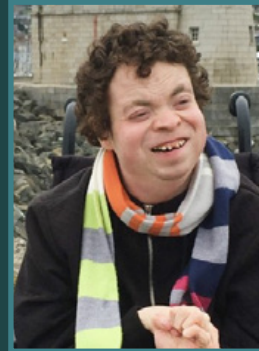


There are so many wonderful stories and memories of Gerry for anyone lucky enough to have worked with him. He has touched so many people's lives during his many years within the KARE community. He was

so proud of his roots and birthplace, the Curragh. Once you mentioned his home place, he would smile, nod, and listen intently. He loved Irish history, especially his hero Michael Collins. One of the ladies, who took care of him for several years, was Rose Dunphy who was also originally from the Curragh. They shared many memories of the good old days, when Gerry used to call into his neighbours for a chat and a cup of tea. Gerry moved to Ailesbury and lived with his bestie Sinead for over twenty years. They shared birthdays, Christmas and had many outings, and fun times together, along with his other peers living in the house.

Gerry loved to dress smartly and wear a hat, which he would lift in respect for all the ladies he met. Throughout his illness he never lost his sense of humour, and always enjoyed Sinead's company. He seemed to remember who she was and would smile at her and welcomed her hugs. In the last few weeks of his life, he moved to Poplars and captured their hearts too. His kindness and gentlemanly ways were always visible, his smile continued for all. He is sadly missed but we know that he is with his mate John having fun up in heaven.

## Éamonn Mac Eoin



Éamonn died suddenly on New Year's Eve, leaving his parents Anne and Jim and cherished twin sister Sinéad devastated.

From the time he was 18 years old he was part of the Clane

Local Service Family. During his younger years (from the age of 4) he spent time in El Kantara, Newbridge and attended St. Anne's School also, where he thought the sensory room was great. A highlight of Éamonn's mornings was excitedly awaiting the arrival of the KARE bus and he would greet his friends loudly and joyfully every day as he was very much a 'people person' and loved interacting and having the chats. Éamonn enjoyed trips out to bowling and watching music videos.

A very happy boy, he had a deep love of life and a contagious laugh. It was impossible to spend time with him and not end up having loads of fun and giggles.

His favourite hobby was travel and he adored boarding airplanes for long flights to various countries on various continents. Time in nature with family was also very important to him. He taught us all how to appreciate the sun on our skin, the smell of the sea, Autumn's falling leaves, a gentle breeze and, above all, how to live in and make the most of the present moment. Indeed, for a 'wee' boy he had huge presence and is so deeply missed.

# Ar dheis Dé go raibh a n-anamach



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# Company Information

<b>Name:</b>	KARE, PROMOTING INCLUSION FOR PEOPLE WITH INTELLECTUAL DISABILITIES  A Company Limited by Guarantee
<b>Registered Office:</b>	Newbridge Industrial Estate, Newbridge, Co. Kildare.
<b>Company Registration No:</b>	48017
<b>Revenue Charity No:</b>	CHY No. 5907
<b>Registered Charity No:</b>	CRA No. 20009700
<b>Chief Executive Officer:</b>	Ms. Deirdre Murphy
<b>Board of Directors:</b>	Ms. Emily Blennerhassett, Chairperson Mr. John Weldon, Vice Chairperson Ms. Rebecca Bolster Ms. Margaret Quinn Mr. Gerard O'Shea Mr. Tom Lambert Mr. Noel Merrick Mr. Matthew Behan Geraldine O'Hara – elected to the board in June 2022 Brian Murray – elected to the board in June 2022 Jennifer Dalton – elected to the board in June 2022 Marianne O'Malley – resigned from the board June 2022 Mr. Pete Connolly – resigned from the board November 2022
<b>Independent Auditor:</b>	JPA Brenson Lawlor, Chartered Accountants & Statutory Audit Firm, Morehampton Road, Donnybrook, Dublin 4
<b>Solicitors:</b>	Beauchamp's, Sir John Rogerson's Quay, Dublin 2.
<b>Bankers:</b>	Bank of Ireland, Main Street, Newbridge, Co. Kildare.
<b>Company Secretary:</b>	HBK Secretarial Services Limited (appointed 31 January 2023) Deirdre Murphy (resigned 31 January 2023)

# What we do

KARE is an innovative and progressive organisation that provides services and supports for people with intellectual disabilities and their families. KARE was founded in 1967 by a group of parents and friends of children with intellectual disabilities who set out to ensure that children with disabilities could live at home with their family and be educated locally.

Over the years the organisation has expanded the range of services and supports on offer to meet increased demand and changing needs. KARE has a wide range of community-based supports available to children and adults with an intellectual disability, including day, residential and short break (respite) services. In addition, KARE is Patron to St. Anne's and St. Mark's, both special schools in the Newbridge area. KARE's catchment area is Mid-South Kildare, East Offaly, West Wicklow and North-East Carlow.





# Our Services

## Children



KARE provides preschool supports to children aged 3-6 years with global developmental delay and / or complex needs. 15 children attend the specialist pre-school, Curragh Grange, and 11 children are supported to attend their local mainstream pre-school. Curragh Grange is a registered Pre-school with the Tusla Early Years Inspectorate.

KARE is lead agency for the South Kildare West Wicklow Children's Disability Network Team. (SKCDNT) who are based in Athy and Kildare Primary Care Centres. This team provides interdisciplinary support services to children aged 0-18 years who present with needs identified as complex. They work in partnership with families, schools and outside agencies to develop and implement integrated intervention programmes.

## Adults

KARE's Community Houses which are located throughout the catchment area, provide a home in which the adults are supported to live the best life possible. 58 people are supported to live in a community house. All houses are registered with the Health Information and Quality Authority (HIQA) and operate within the relevant

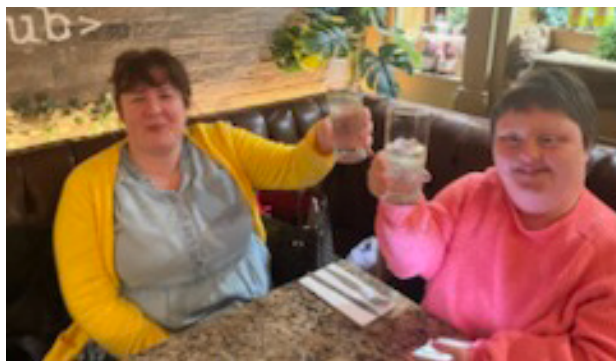
Health Act 2007 regulations and the National Standards for Residential Services for Children and Adults with Disabilities.

KARE is also a Tier 2 – Approved Housing Body managing 22 residential properties with an additional 3 respite houses through its Housing Committee and Facilities Department. All properties are maintained to a high standard to comply with regulatory requirements. KARE works actively to increase its housing stock as required through collaboration with local County Councils or through private rental.

KARE's 14 Local services are located throughout the catchment area. They provide day services for over 455 adults in line with best practice. All local services have begun to adapt to the future regulations which will come into place. They align their work to the 'New Directions Interim Standards'. The local services provide support for each person to have a personal plan to outline wishes for the future and which identified the types of support the person needs to achieve those wishes.



## Short Breaks (Respite) Services



KARE's Short Break (Respite) Services provides families of children and adults with a break.

Breaks are provided in a number of different ways including overnight breaks provided through KARE's three short break houses, and alternative short breaks, which are provided through Saturday Clubs and Summer Camps for children and planned weekend activities / day activities for adults. Home Sharing is another service for breaks which offers the opportunity for respite by staying with another family. Over 150 nights were offered in 2022 alongside day respite with host families. KARE would like to thank all the host families for their amazing support to the children & adults.

KARE opened a new Childrens respite service in South Kildare in May 2022 and has provided 254 respite nights throughout 2022. The number of respite nights will increase in 2023 as the service becomes fully operational which will provide a valuable break for both the families and children using the service into the future.



## Support Services

KARE provides a range of clinical supports in the areas of Physiotherapy, Speech and Language Therapy, Social Work, Psychology, Behaviour Support and Occupational Therapy. Throughout 2022, KARE continued to provide clinical supports to school leavers across our catchment area and also South Dublin, in partnership with the HSE and other disability organisations, through its Young Adult Team (YAT).



## Community Employment (CE) and Local Training Initiative (LTI) Schemes

KARE is sponsor for two Community Employment (CE) Programmes the Adults Supports Programme and the Community Employment Childcare Programmes funded through the Department of Social Protection (DSP) with a combined total of over 90 approved places. CE programmes are an integral part of the organisation as it helps provide effective services to KARE service users. One of the key values to the community and also to KARE, is that through CE we can offer participants the opportunity to complete relevant training and work experience from which they can apply for positions in a growing job market. Over 75% of community employment participants progressed to employment and further education in 2022 with many of these gaining CE employment contracts in KARE. Recruitment is ongoing for CE and part of this process is attending local recruitment/information events such as the local Intreo Jobs Fair.

# Message from our Chairperson



I am delighted to welcome you to the 2022 KARE Annual Report as Chairperson of the KARE Board of Directors. While we saw a gradual return to normal activities in the aftermath of the pandemic, 2022 was a year that presented further challenges, namely the recruitment and retention of staff nationally, and across the disability sector. KARE is no exception to this. I would like to extend my thanks to Deirdre Murphy, CEO and all on the senior management team for continuing to demonstrate leadership and commitment to the organisation this year.

2022 continued to be an extremely busy year for the Board of Directors. Crowley's DFK (KARE's internal auditors) concluded their external evaluation of the Board of Directors, which overall found that the current Board has the attributes to enable it to be effective in fulfilling its duties, responsibilities and obligations and to provide effective leadership, oversight and strategic direction to KARE. The audit contained several recommendations, one of which was training for the Board of Directors. This training took place in September 2022. The CEO and I also participated in training specifically for Chairpersons and CEOs organised by Boardmatch in April 2022. All training proved to be extremely worthwhile and supports the constant improvements in how the board conducts its business, keeping good governance at the forefront of all we do.

There were two resignations from the board in 2022: Marianne O'Malley and Pete Connolly. Three new Directors joined the KARE Board in 2022 (Jennifer Dalton, Brian Murray and Geraldine O'Hara) following a comprehensive recruitment process which resulted in a very high level of interest from family members of people supported by KARE. All bring with them the lived experience of supporting a family member with an intellectual disability, complimenting the diverse skillsets and experience already on the Board of Directors. I would like to pay my sincere thanks and gratitude to all of the Directors and to acknowledge their time and hard work, both at board and subcommittee level. The contribution and commitment to any board is significant.



The Board of Directors along with the senior management team conducted a review of the strategic plan in November 2022. This proved an opportunity to discuss in depth the progress of all strategic projects and meet the key people involved in the implementation of the projects. It was wonderful to witness the passion and enthusiasm demonstrated by so many people and to hear directly from them how they are leading the organisation forwards in delivering our ambitious strategic plan. One of these projects, which is especially important to the Board of Directors is the fundraising project which seeks to reignite the fundraising potential of KARE. A review was carried out by Persuasion Republic in 2021 as part of this project, on behalf of the Board of Directors. Following on from this review, and at the time of preparing this report, KARE is excited to be in the process of recruiting a professional fundraiser for the first time in its history.

The 2021 Annual report was shortlisted for the Carmichael Good Governance Awards which was a significant achievement as this was only KARE's second time submitting to the awards. While, we didn't win on the night, the feedback provided invaluable in improving the overall quality of the report. In this report you will see evidence of the constant improvements we are making in the preparation of this report.

I would also like to thank our funders and colleagues in the Health Service Executive who continue to work in partnership with us to improve the quality of our services and to develop new services. KARE has always enjoyed a positive relationship with the HSE which continue to be the case.

Best Wishes,



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**Emily Blennerhassett**  
**Chairperson of the Board of Directors**

# Message from our CEO



It is my great pleasure to welcome you to our Annual Report for 2022.

2022 saw a return to more normal ways of working following the domination of the pandemic during the previous two years. We saw an easing of restrictions in the early part of the year, which thankfully continued as we moved through the year. However, 2022 brought its own challenges, particularly with staffing shortages with the impact experienced at all levels of the organisation. We experienced gaps in services across our frontline, clinical, other support services and this undeniably had an impact on the people we support at times. Nevertheless, we maintained all existing levels of service, while continuing to grow and evolve in many areas in partnership with our main funders, the Health Service Executive. A new local service opened in Prosperous, bringing our local services to 14 in total across three counties. Furthermore, a new children's respite house opened in Athy during the first half of 2022, providing much needed respite for children and families from across the wider Community Healthcare area (Dublin South Kildare West Wicklow). While this service took longer than originally planned to open, mainly due to challenges with recruiting staff, the service is now up and running and many children and families are benefitting from this new service. We will continue to work to ensure the service is fully open during 2023.

Work continued our ambitious Strategic Plan *Inclusion – Innovation – Inspiration* 2021-2025 in 2022 and you can see the progress of this throughout the Annual Report. Summer 2023 marks the halfway point of this plan and at the time of writing this we are in the process of carrying out a mid-term report on the overall progress to date. The supported employment project funded through the Pobal Dormant Account Fund, within Strategic Plan Goal 2, and our community inclusion project funded through the Disability Participation and Awareness Fund, within Strategic Plan Goal 3, demonstrate the real and meaningful impact of such focused initiatives for the people we support. Both grants enabled us to employ staff specifically for these projects. Feedback is extremely positive to date, and I look forward to sharing the findings with you in next year's report. At the time of going to press, two successful international webinars have taken place, showcasing the results of the social inclusion *Connecting Locally* research in partnership with Kildare County Council and Dr Geraldine Boland, from the UCD Centre for Intellectual Disability Studies. Many individuals from across the organisation have taken part in the research.

In 2022, we launched our new values as part of the Strategic Plan. Our training team facilitated team building days for staff to understand what our values mean in practice, and these were a definite highlight.

KARE's online learning platform, LEAP, for all our learners continued to grow and in April '22 the platform won first place in the Inclusion and Diversity category at the Irish Institute of Training & Development (IITD). This was the culmination of several years of work and was a wonderful achievement for the team and all those involved in learning across our organisation.

KARE continued its commitment to the provision of children's disability services in 2022 with the establishment of a family forum for the South Kildare Children's Disability Network Team (CDNT 11). This forum is a central part of the overall governance structure, ensuring that families have their say in the implementation of the *Progressing Disability Services* model. KARE plays a key role as a lead agency for the South Kildare Children's Disability Network Team, in partnership with other disability organisations in the Dublin South Kildare West Wicklow area. While recruitment and retention of clinical staff and waiting times to access services continues to be a challenge, we remain committed to children's disability services and to improving access to services in partnership with all stakeholders.

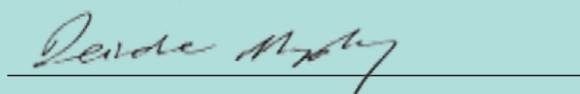
I would like to highlight the hard work and commitment demonstrated by all our staff who continued to work tirelessly throughout 2022. Even in the most challenging of times, each and every staff member performed their work with care, skill and dedication. A special thanks as always to my colleagues on the management team for their hard work and commitment again this year and for working alongside me to ensure we fulfil our obligations, achieve our targets and strive to be better in all that we do.

I would also like to acknowledge the work of the Board of Directors, especially our Chair, Ms Emily Blennerhassett, who worked tirelessly to support the work of the organisation this year. Their continued dedication and commitment to their voluntary role is both admirable and invaluable.

And finally, to the people we support and your families, I hope that this report demonstrates the good work that KARE does each day. We will continue to do the best we can with the resources available to us, to ensure that you are supported in your right to have real opportunities and choice to live your best life.

Here is the story of our 2022 – I hope you enjoy it.

Best Wishes,



**Chief Executive Officer**  
**KARE**



# Our Vision, Mission & Values



## Vision

People of all abilities are supported in their right to have real opportunities and choice to live their best life.



## Mission

We work in partnership to support people with disabilities and their families to create a present and future that fulfils their personal potential.



## Values

How we work with the people we support and their families.

# Values

## How we work with the people we support and their families

We empower and encourage the people we support to speak for themselves and decide what is best for them.

We encourage the people we support to develop strong, diverse and positive relationships.

We listen to the wishes and dreams of the people we support and find ways to support them to own and achieve these.

We provide people with supports underpinned by the principles of access and consistency.

We support people who use our service in an individualised and creative way.

## How we work with our staff and others

We ensure staff are well supported and informed.

We work collaboratively in flexible, open and innovative ways to achieve the best outcomes for the people we support.

We respect and value our people.

We are accountable to ourselves and the people we support for what we do.

We foster empathy, kindness and appreciation for each other.

We trust staff to carry out their roles in a consistent and professional manner.

# Structure, Governance and Management

The Directors present their annual report together with the audited financial statements of KARE for the year 1 January to 31 December 2022. The Directors confirm that the Directors' Report and financial statements comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Charities SORP FRS102, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102.

## a) 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 Taxes Consolidation Act, 1997.

## b) Memorandum and Articles of Association

The Memorandum and Articles of Association originally adopted in 1974 was updated and approved at an Extraordinary General Meeting in 2010, a further review is currently underway which will be put to ordinary motion before our members at the next AGM. The Constitution sets out how the organisation is governed which includes details of Membership, Meetings and how the Board of Directors (hereafter referred to as "the Board") operate.

## c) KARE Membership

The Directors 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:

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

## d) Method of Appointment or Election of Board

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

1. 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 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 twelve.

The Board 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 meet on a regular basis having met on 8 occasions in 2022. Board papers are circulated one week in advance of each board meeting.



## e) Induction of Board

New Board members receive induction both individually and at Board Meetings. They are provided with an overview of the organisation, its services locations, management structures, details of the current Strategic Plan, Operational Plan and Balanced Scorecard of the organisation. All 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.

They receive specific other training as required and external training on corporate governance has also made available to all of the Board. All Board members receive a pack containing all the above information. Training for the Board took place in September 2022, in response to the recommendations outlined by KARE's Internal Auditors following their Evaluation of the Effectiveness of the Board. The CEO and the Chair of the Board also attended training in April 2022 delivered by Boardmatch.

## f) Board Sub Committees

The Board have created a number of Sub Committees each operating under an agreed Terms of Reference and report to the Board. The Sub Committees are set out as follows:

### Finance Audit Sub Committee

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 current members of the Finance Audit Subcommittee are:

1. Matthew Behan, Director and Chairperson of Finance Audit Committee
2. Emily Blennerhassett, Director
3. Brian Murray, Director.
4. Sean Bagnall, Retired Director of the Board who remained on the Finance Audit Subcommittee.
5. Deirdre Murphy, KARE CEO – (ex Officio)
6. Darren Smullen, KARE Finance Manager – (ex Officio)

This Committee met four times in 2022 as per its terms of reference.

### Quality, Risk and Safety Sub Committee

The Quality, Risk and Safety Subcommittee was established to oversee the management of risk, quality and safety in the organisation. They provide a level of assurance to the Board that there are appropriate and effective systems in place that cover all aspects of risk management and quality improvement.

The current members of the Quality, Risk and Safety Sub Committee are:

1. Tom Lambert, Director and Chairperson of the Quality, Risk and Safety Sub Committee
2. Rebecca Bolster, Director
3. Margaret Quinn, Director
4. Deirdre Murphy, KARE CEO - (ex Officio)
5. Sandra Burke, KARE Quality Risk & Safety Manager - (ex Officio)

This Committee met 4 times in 2022 which is in line with the requirements of the Terms of Reference. The Terms of reference were reviewed and update in November 2022.

## Remuneration and Nomination Sub Committee

The Remuneration and Nominations Subcommittee was established to ensure 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 current members of the Remuneration and Nominations Subcommittee are:

1. Noel Merrick, Director
2. Geraldine O'Hara, Director
3. Deirdre Murphy, KARE CEO - (ex Officio)

This Committee met four times in 2022 which exceeded the requirements of the terms of reference.

## More Information on the Board

### a) Board – Meeting attendance record 2022

**Chairperson:** Ms. Emily Blennerhassett - re-appointed June 2022

**Vice Chairperson:** Mr. John Weldon, re-appointed June 2022

#### **Board Members:**

1. Ms. Emily Blennerhassett
2. Mr. John Weldon
3. Ms. Rebecca Bolster
4. Ms. Margaret Quinn
5. Mr. Tom Lambert
6. Mr. Gerard O'Shea
7. Mr. Noel Merrick
8. Mr. Matthew Behan
9. Ms. Geraldine O'Hara, appointed to the board in June 2022
10. Mr. Brian Murray, appointed to the board in June 2022
11. Ms. Jennifer Dalton, appointed to the board in June 2022
12. Ms. Marianne O'Malley, *resigned from the board June 2022*
13. Mr. Pete Connolly, *resigned from the board November 2022*

Attendance at Board Meetings and Sub committees 2022					
Name	Skillset Summary	Board of Director Meetings 2022	Finance Audit Sub Committee meetings 2022	Risk Quality & Safety Sub Committee meetings 2022	Remuneration & Nomination Subcommittee meetings 2022
Matthew Behan	Financial, Commercial & Operational.	8/8	4/4	-	-
Emily Blennerhasset	Business Management/ Family Member.	8/8	4/4	-	-
Rebecca Bolster	Family Member	6/8	-	4/4	-
Jennifer Dalton	Analytical & Management/ Family Member.	3/4	-	-	-
Tom Lambert	Risk Assessment and Oversight.	5/8	-	4/4	-
Noel Merrick	Education and School knowledge.	7/8	-	-	1/1
Brian Murray	Business, Commercial & Financial / Family Member.	3/4	-	-	-
Geraldine O'Hara	Management & Leadership / Family Member.	4/4	-	-	1/1
Gerard O'Shea	PR & Communications.	6/6	-	-	-
Margaret Quinn	Community Development / Family Member.	6/8	-	3/4	3/4
John Weldon	Education & Learning Development.	7/8	-	-	4/4
* Marianne O'Malley	Journalism and writing skills / Family Member.	4/5	-	-	-
** Pete Connolly	Financial and Governance.	3/7	2/4	-	-
*** Sean Bagnall	Legal, Financial & Governance.	-	4/4	-	--

- Notes:**
- \* Denotes Board member who resigned in June 2022
  - \*\* Denotes Board member who resigned in November 2022
  - \*\*\* Denotes board member who retired in July 2021

## b) Organisational Decision Making

The Board control and direct the company in the interests of its members. They have particular responsibilities under Company Law and the Memorandum and Articles of Association.

They have 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 the 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 has transitioned to the Charities Governance Code issued by the Charities Regulatory Authority and is also signed up to the Governance Code for Community and Voluntary Organisations.

## c) Operational Decision Making

The CEO is part of the Senior Management Team ("SMT") in KARE. Each Manager has an operational area they are responsible for which is set out below:

Area of Responsibility	Manager
Operational Services and Supports	Louise Mahon
Support Services	Angela Lynch
Quality, Risk and Safety	Sandra Burke
Human Resources	Vacant
Finance	Darren Smullen
Facilities	Laura Keenan

## Risk Management

The Board have assessed the major risks to which KARE is exposed and are set out below. The Board are satisfied that systems and procedures are in place to mitigate against exposure to major risks.

KARE has many levels of Risk Registers in operation. The overall organisational Risk Register is reviewed by the Board and updated at least annually to ensure that all risks are identified, assessed and appropriate controls implemented to manage and mitigate such risks. The SMT review the risk register at least quarterly or as required depending on changes occurring nationally and internationally. The Quality, Risk and Safety subcommittee are presented with a review of the risk register ratings against the tolerance levels on a quarterly basis.

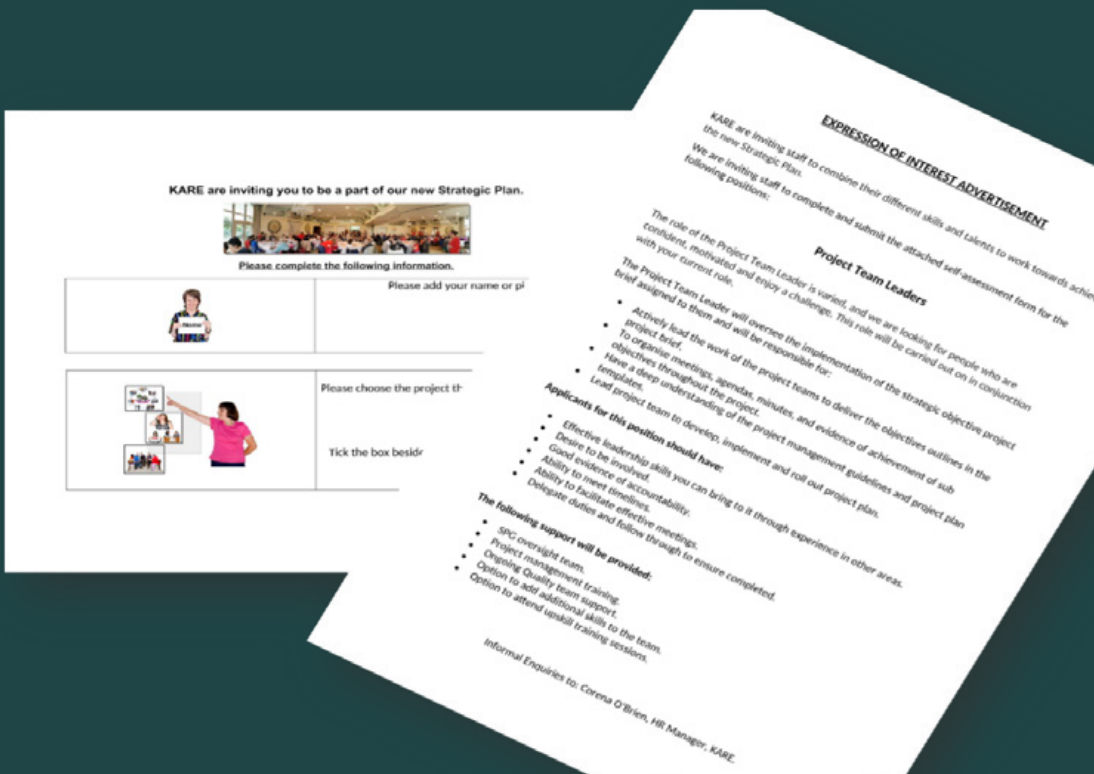
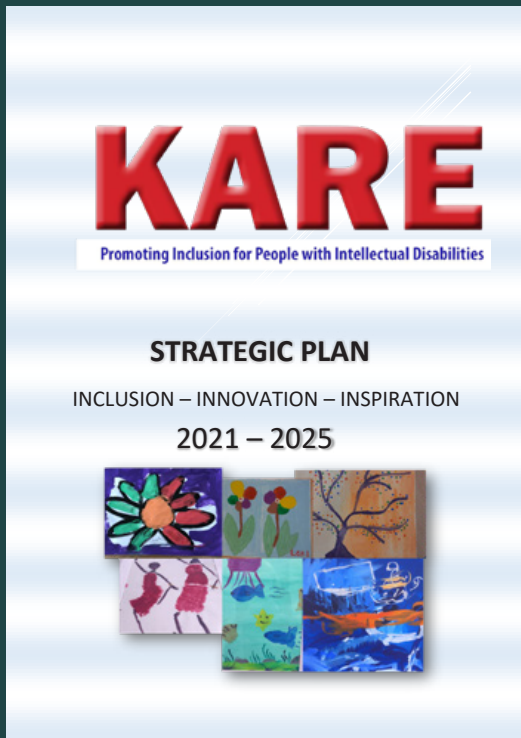
Our Risk management policy was updated in 2022 with some additional changes made to improve the process for the organisation. Our internal Risk oversight group continued to meet in 2022 with an agreed term of reference.

The principal risks and uncertainties facing KARE at the end of 2022 are as follows:

TOP 5 RISKS		
No	Risk	Description
1	KARE as lead agency for the South Kildare Childrens Disability Network team (SKCDNT)	The challenges faced by the SKCDNT in providing effective services to children in the catchment area impacting the quality of lives of children and their families.
2	Reliance on the HSE as the core funder for the organisation.	Reliance on one sole funder which could impact future development.
3	Safeguarding risks linked with the organisation being very high, resulting in significant risks to welfare for people we support and others.	The delay in being able to respond to safeguarding concerns due to budget restrictions and staffing challenges.
4	Recruitment challenges	The challenges experienced in the sector in recruiting skilled staff impacting the ability to provide all services planned in 2022.
5	Access to psychology	Recruitment delays to fill vacant psychology posts having a negative impact on some people who require the service.



# Objectives & Activities

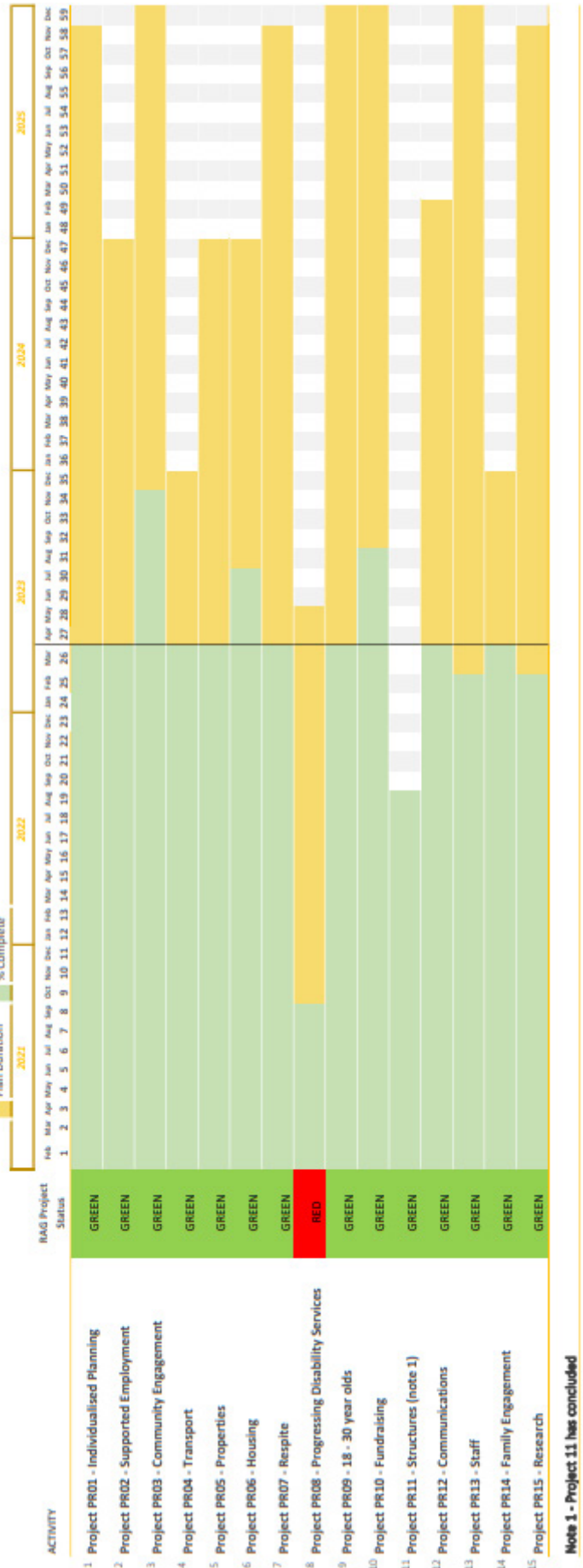


# Progress to December 2022

KARE continued to work on the implementation of the Strategic Plan (Inclusion Innovation Inspiration) during 2022. The 15 project teams had an array of actions they were working towards for the year. An update on each of the projects and a sample of some of the actions undertaken by the projects is outlined below. Each of the three priority areas have a number of goals within them. Each goal has a project team tasked with implementing a comprehensive project plan to meet the objectives over the life cycle of the plan from 2021 – 2025. Progress is reported using the RAG or Traffic Light method (Red – **Off Track** / Amber – **Slightly Off Track** / Green – **On Track**) with the status on each Goal outlined below. We also introduced a Gantt Chart which incorporates the status for 2023 which is shown below.



## Project Timeline Overview



Note 1 - Project 11 has concluded

## Overall Strategic Plan Key Achievements 2022

### Project Team structure

15 project teams were maintained during 2022 to oversee each of the different goals.

Some project team members changed for various reasons over the course of 2022 and during these changes the projects continued to progress.

### Implementation Framework

A Project Management Approach to ensure consistency of approaches across all projects has continued. The tool was refined slightly during the course of the year to improve the tracking of the progress of each project which shows project brief, project charter, progress report, measures (key steps), and objectives action plan.

### Project Oversight

2 of the SMT have been assigned to one of the 3 strategic priorities. A member of the quality department has been assigned to each of the strategic priorities to support the teams. Terms of reference and role descriptors have been developed for each key role.

A project agreement form was developed for all staff which outlined the responsibilities of various stakeholders within KARE in relation to Strategic project team roles.

### Learning Workshops

A Training Manual was updated and rolled out with a FAQ's to support consistency of approach with using the tools.

3 learning events were held in 2022 with the Project Leaders and Assistant Leaders. These have provided an opportunity to bring people together, to share learning and to brainstorm solutions to issues being raised across the teams.

A strategic plan module was developed for the LEAP Platform which is accessible to all. This has been developed with assistance from many staff and people who use our services and who have recorded videos as part of the module.

# Priority 1 - Further Develop Individualised Supports to Meet the Needs of the People we Support as Effectively as possible.

## Project 1 - Individualised planning (IPLAN)

### 2022 Key achievements



Our project goal is to fully roll-out the KARE individualised planning approach across the organisation to improve quality of life for the people we support.

In early 2022, four service users joined the team in support of the project.

- The project team then conducted a series of tasks to progress the policy and process to ensure it aligns with the National Framework. These included background research and literature review, consultation with service users, and focus groups with staff across all services. Following these tasks writing of the draft policy commenced.
- The project team also confirmed that measuring Quality of Life is established and data is being gathered.
- Project members attended a National conference.

### 2023 Key Targets

- A broader consultation for the policy is being planned with relevant stakeholders to ensure additional insights are considered and included where appropriate. The project team aim to publish the new policy mid-2023.
- Development of appropriate training relevant to specific roles to support the implementation of the policy. It is expected that this will range from general information for all staff to role specific training for keyworkers and planners. The training for planners is likely to be accredited by QQI possibly at level 6.



Family satisfaction survey - How satisfied are you that KARE support your family member use our service in an individualised and creative way?

87%

# Project 2 – Supported Employment

## 2022 Key achievements

### KARE and Supported Employment

KARE as an organisation made a strategic decision in 1992 to commence offering opportunities in our service to gain and maintain paid jobs in the labour market for our service users.

In 2022 an opportunity to apply for funding via Pobal was successful. This funding enabled us to recruit both an employment team leader and a Job coach

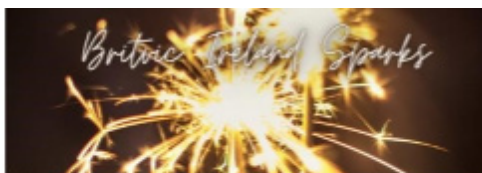


This service for a number of years was hindered because of a reduction in staff numbers following the economic downturn in 2010.



*Pictured above are from right to left are: Lucinda Monaghan - Spar Allenwood, Samanta Duggan - Sycamore Lodge Equine Hospital, Stephen Travers - Clipper Logistics, Anthony Nugent – Britvic, Aishling Coyle -Jungle Den, Dorothy Wilson – Accuscience, Rachael Conlon - Naas general Hospital and Jason Whelan - Bord na Mona.*





"What started as a temporary role in Britvic, to provide Anna and Anthony the opportunity to gain experience, very quickly developed into a permanent role with these two individuals demonstrating how reliable and invaluable they are in the workforce and are paving the way for other people with diverse abilities to be considered for roles. They have highlighted the importance of inclusion and how easy it is for people with diverse capabilities to be integrated into a fast-paced workplace"



## 2023 Key targets

**2023 and Beyond**

- We have commenced a working relationship with colleagues in Northern Ireland with regards to the promotion of Employment for People with Disabilities on an-All Island Basis through our participation in the Shared Island Civic Society Fund Project Named "Mind The Gap".

**2023 and Beyond**

- With support from other departments, we are continuing with the development of our Strategic Employment project.
- We aim to open further access to our work experience programme.
- All employment paperwork will be on KARE CID by year end.
- We have slowly started to engage with Local Services with regards training and supports.
- We will continue with both promotion and networking via Chambers of Commerce, Business Network Ireland and our strategic partnership with Britvic Ireland.

## Project 3 – Community Engagement

Our project goal is to develop a creative community engagement model so that people we support can develop meaningful relationships. To progress this goal, in 2022 we undertook an action research initiative to uncover the best ways to create additional local community engagement ensuring people have opportunities and meet new people.



### 2022 Key achievements

The KARE *Connecting Locally* Research Project began in May 2022.

The KARE *Connecting Locally* Research Project was designed by Dr Geraldine Boland from the UCD Centre for Disability Studies in consultation with Deirdre Murphy, Louise Mahon from KARE and Michael Hurley Kildare County Council (KCC). Three *Connecting Locally* research projects focused on adults were funded for one year by the Department of Children, Equality, Disability, Integration and Youth, with the €68,000 award administered by Kildare County Council. Anne-Marie Potter as KARE's Social Inclusion Development Education and Research Officer oversaw this project with support from the strategic project team.

The overall aim of the three projects was to facilitate the social inclusion of adults with intellectual disabilities that are receiving services from KARE to form connections with people and places in their localities.

**Project 1 asks “How accessible is my local area?”**

**How can adults with intellectual disabilities be best supported to campaign for accessible public and commercial services within their locality?**

Newbridge was selected as the area to focus on for this project. Nine service users applied to attend self-advocacy training and following on from that carry out accessibility reviews in commercial and public services in Newbridge. So often the barriers people with intellectual disabilities face are linked with communication in relation to accessibility and this is why it's important for service users to create awareness in order to bring about change and promote a more inclusive environment for everyone.

Through their engagement with the accessibility and advocacy project, 2 participants have become active members of the Newbridge access group. The participants have formed many new connections in their town, and some have joined local clubs such as the Women's Shed and have been invited to become actively involved with local initiatives like Social Inclusion Week, Disability Week and *Make Way Day*. They have all carried out accessibility reviews on commercial services and are able to offer managers valuable insight into the customer experience in their store and what it is like specifically for a person with an intellectual disability. This group of advocates have a valued social role and will continue with this project work into 2023.

### Project 2 - "Volunteering and Leisure".



**This research asked if the structured recruitment and training of mentors supports the inclusion of adults with intellectual disabilities in the social roles of volunteer or member of a mainstream club.**

Nine service users from all geographical parts of KARE who were looking to start a new volunteering role or join a new club applied to take part in this research. A mentor, an established member of the club, was offered training and support from KARE. The mentor's role was to provide support to the service user as they settled into their new club or voluntary role. The focus was on the cultivation of meaningful inclusion through occupying valued social roles. Pictured on the right is Jeff Doyle, from Academy Street in his voluntary role at Copperbeech Stables as part of the project.

### Project 3 "Mapping my Area".

Understanding what is important to adults with intellectual disabilities when it comes to engaging locally is limited, in particular the barriers they face as individuals.

This research study that mapped individuals' connections with people and places in their immediate neighbourhoods and wider localities. The study included people with varying levels of independence, including adults with high support needs.

Ten service users from all geographical areas of KARE applied to take part in the study which aimed to map peoples' experiences in rural villages or townlands, small and large towns in County Kildare, West Wicklow and East Offaly.

The potential impact for service users from this research is more in-depth information to inform person centred planning for individuals across all KARE services.

Strategic plan question - Do you feel your family member is supported to take part in their communities?

88%

Strategic plan question - How satisfied are you that your family member has the opportunity to participate in their local community as much as they would like?

87%

The findings from all 3 research studies will be published in the 2023 Annual Report.

# Project 4 – Transport Strategy

## 2022 Key achievements

A significant amount of research and engagement was undertaken throughout 2022 with the formation of a targeted review group set up to review transport, identify the issues experienced, explore innovative ways of improving transport and informing the Transport Strategy in phase two. The review group challenged the status quo and sought to explore new ways of providing transport to the people we support along with ensuring we utilise the transport that is available internally whilst ensuring public transport and other forms of transport is utilised to its full potential.

A key success in 2022 was the provision of two bookable vehicles for use across KARE through a booking system. It is envisaged that this will reduce the occurrences of people not being able to get to where they want to go. Both vehicles have the ability to take 1 wheelchair user and up to 4 passengers.



82% of service users said they are able to get to where they want to go using KARE transport.

Family survey - How satisfied are you with the Transport arrangements in place within KARE to enable your Family member get to where they want to go?

84%

## 2023 Key targets

Phase two of the project is the development of our Transport Strategy.



## Project 5 – Property

### 2022 Key achievements

Central to the work across 2022 was the creation of a concept design, involving consultation with key stakeholders, which it is hoped will be a significant influencer when developing purpose-built facilities across both the organisation and the wider sector.

### 2023 Key targets

A property “road map” is being developed in 2023 which will focus on the particular challenges and nuances within the organisation now and into the future. This will take into consideration suitability, changing profile and demographics of the people we support in addition to future anticipated need.

## Project 6 – Housing

### 2022 Key achievements

Developing and strengthening relationships with other disability organisations, each of the county councils housing departments and Approved Housing bodies adjacent to us. This has resulted in increased housing provision for several people we support who all identified housing as a need. A gap analysis was also completed on the current KARE housing list (this means people who have applied to KARE for housing support).

### 2023 Key targets

Leading on from GAP analysis, we plan to have a live ‘Housing needs database’ in place by the middle of 2023. This will give us up to date information to hand on each individual that requires housing and the specific needs that they have. This database will then be accessible to all relevant parties when we are trying to acquire new housing/developments.

**93% of service users said they were satisfied with current living arrangements.**





# Priority 2 - Strengthen Children and Young People Services to Optimise Inclusion and Opportunity

## Project 7 - Short breaks

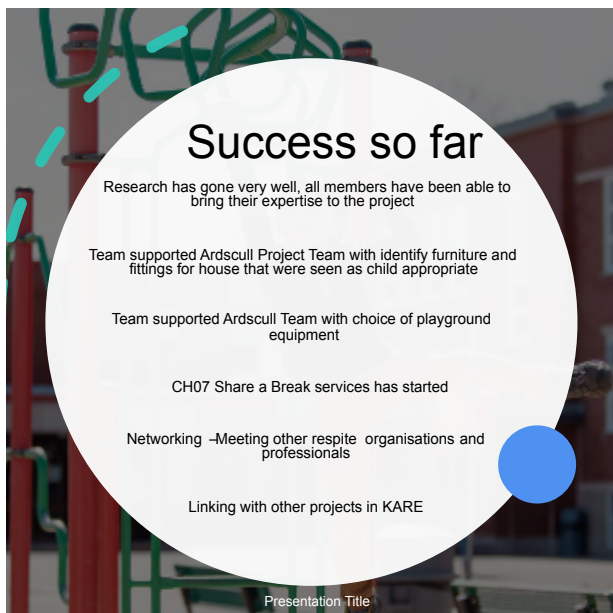
### The Children's Short Breaks Projects

#### 2022 Key achievements

- Project members successfully reviewed other models of respite from around the world.
- Worked in collaboration with other departments in KARE to develop models of service and supports for overnight short breaks for KARE's new respite house.
- A bespoke playground in new respite location was planned and a successful grant application funded the project.

#### 2023 Key targets

The project group will continue to work on exploring models of respite service for children. The group are also planning to develop and implement a feedback system for children to let us know about their break in respite and areas for improvement.



## Project 8 – Progressing Disability Services – South Kildare Children’s Disability Network Team

There have been national challenges in this area in 2022 which impacted on the delivery of this project in its existing form. As a result, the project was put on hold as other works were developing in the background in response to the national issues.

### 2022 Key achievements

- KARE as lead agency, supported the initial meeting to set up the family forum as part of the governance structure for *Progressing Disabilities* national policy. There was wide attendance from families in the area and lots of concerns raised that need both an organisation response and a national response. The HSE were in attendance and heard the concerns noted.
- The team moved to becoming operational as a more locally based team in Athy, Co Kildare as a second team location in July 2022. This has brought significant benefits for families regarding access to training supports and services being closer to their homes.

### 2023 Key targets

- Continued support to local family forum across 2023.
- A focus on continuous improvement actions to include reducing wait times for children accessing the service, improved communication with families, strengthened performance and service delivery information.



## Project 9 – Meeting the needs of 18yrs to 30yrs.

The project team have called their project SOCIAL. Standing for: **Seeking Opportunities Connections Independence and Learning**

### 2022 Key achievements

Transition Planning was identified as a key priority and a Transition Planner commenced to support young people transitioning into the service.

#### Social Enterprise

- Social Enterprise: A S.W.O.T. analysis was completed on the viability of a social enterprise.
- A successful application was made to Re-Think Ireland for a business course for social enterprises which resulted in €10K for a start up grant.

#### Social Return on Investment Training (SROI)

- 2 staff are currently completing SROI training through Quality Matters.
- Evaluations are being carried out on 2 cohorts of young people, namely, school leavers who accessed Project Search straight from school and those who live independently.

#### You Mix-It Project (in conjunction with Crooked House Theatre Company)

- This project was funded through EU Erasmus KA2 funding stream and this project aims to encapsulate the values of equality, dignity, and democracy. Theatre companies, schools/ colleges and disability service providers from Ireland, Sweden, Italy and Spain were represented.

### 2023 Key targets

- The SROI evaluations highlighted above will be completed which will inform future areas of learning and development for the organisation.
- A potential research partnership is also being explored with Maynooth University and other disability providers which will focus on transitions to further and higher education and training and the lived experience of students.



# Priority 3 - Strengthen KARE as an organisation to ensure we are best placed to provide the highest quality services

## Project 10 – Fundraising

### 2022 Key achievements

The new Fundraising Strategy for KARE was approved by the Board in October 2022. This sets out how KARE will reinvigorate fundraising over the next number of years. This strategy was developed with the support of Fundraising Consultant, Persuasion Republic and included a feasibility study and a Strategy. Fundraising and public donations will enable KARE to generate much needed funds to support investment in areas such as transport, our buildings and houses and assistive technology.

### 2023 Key targets

The approved Fundraising Strategy provides for the recruitment of a Fundraising Manager to join our team and manage fundraising, build relationships, develop processes and generate new revenue streams. The process of recruiting the fundraiser is well underway and we hope to have the role filled in Quarter 2 of 2023.

## Project 11 – Structures

This project is concerned with “Strengthening KARE as an organisation to ensure we’re best placed to provide the highest quality services” and the project goal is to “review structures and systems and identify ways to work more effectively”.

### 2022 Key achievements

In 2022, the project team made up of KARE’s senior management team reviewed the organisational structure, including our organisational reporting structures and committee reporting to ensure clear accountability for the many service areas that KARE provides. This was to make sure that the structure is robust and fit-for-purpose into the future.

### Data Governance Committee

In 2021, an external consultant report was published with a number of suggestions around how we can better manage our information systems and data. A major component of the report was that a Data Governance Committee (“DGC”) be established to implement report recommendations and to ensure efficient use of KARE information systems into the future.

In 2022 a new KARE Data Governance Committee was formed, and the team are now working to implement the recommendations of the consultant report.

### 2023 Key targets

It is hoped that this project will be closed out in 2023, with continued implementation of the overall data governance plan.

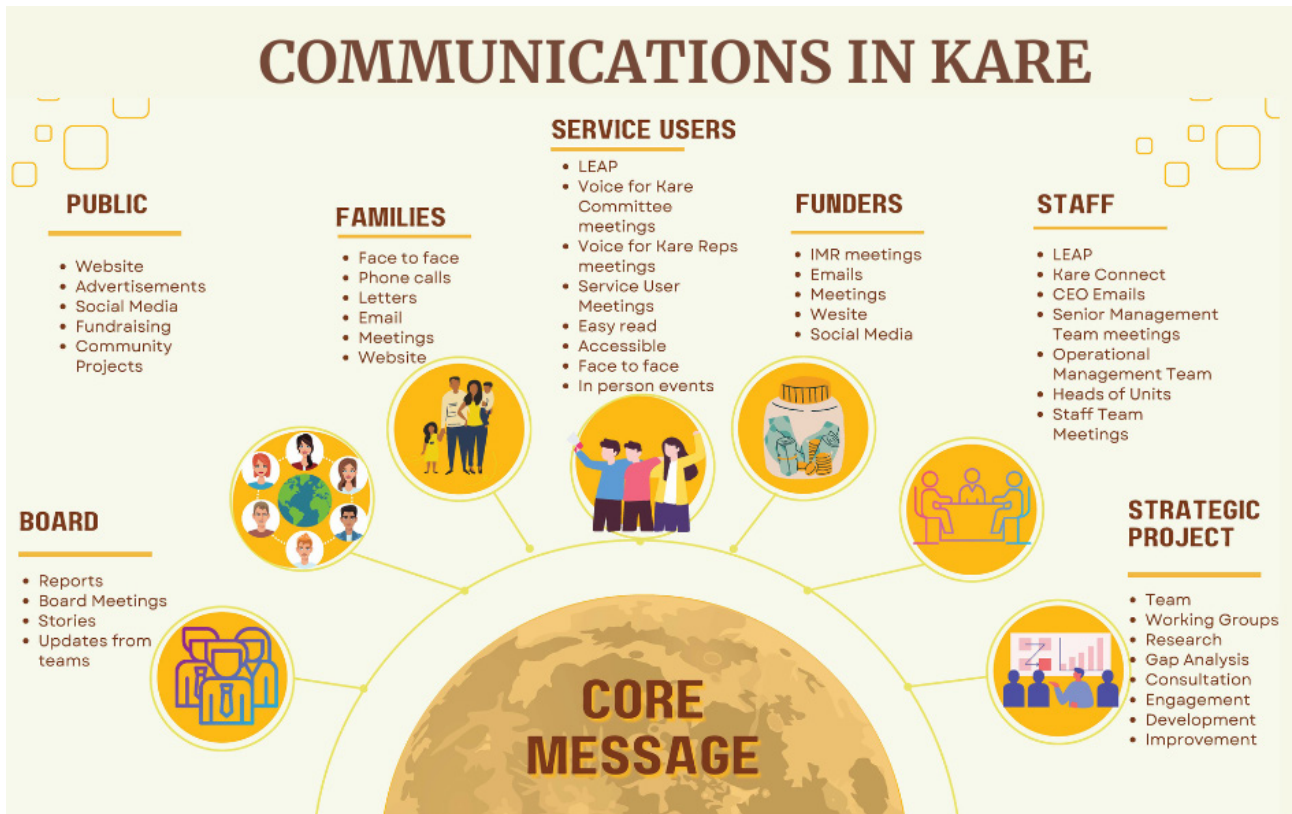




# Project 12 – Communication

## 2022 Key achievements

Recommendations from the consultation process held were reviewed and informed the gap analysis conducted.



## Key targets for 2023

Multi Stakeholder Working Group	Gap Analysis	Develop	Implement	LAUNCH
Established in April 2022 Internal and External stakeholders Report completed by facilitator	Currently underway Surveys Leader Consultation in October Operations Manager survey	Next step is to develop the strategy based on the gap analysis and best practice Expert Consultation	Implement New Communication Strategy	Launch Strategy

Family survey questions: How satisfied are you with the communication between	88%
How would you like to communicate with KARE services?	Telephone, face to face and email
How would you like KARE services to communicate with you?	Telephone, face to face and email



## Project 13 – Supporting staff to develop and progress in their roles.

### 2022 Key Achievements

This project focused on developing a key activity map for the organisation linking to all key roles. This involved reviewing access to training opportunities available for staff.

This work will continue into 2023 capturing all roles across the organisation reflecting all the key activities in all locations.



## Project 14 – Families

### 2022 Key achievements

The project was put on hold in January 2022 due to staff resource issues. However, it was restarted in October 2022 and has made good progress towards its objectives. The group is called 'le cheile' the Irish word for working together and that is what we are hoping to achieve.

- In the last quarter of 2022, new staff members and family members were recruited onto the project which gave the group great motivation and energy to proceed. There are six members in total, a project lead, a project assistant, two frontline staff members and two family members.
- The group inputted questions into the family satisfaction survey in 2021 and 2022 and are using this feedback to inform our work.
- We made links with other strategic project leaders where there were common themes. We linked with other organisations to see what mechanisms and systems they are currently using to engage with family members.

### 2023 Key targets

- The planning, development, and hosting of several family focus groups both in person and online. This will include promotional videos utilising KARE social media platforms and websites.
- This information along with learnings and feedback from the family satisfaction survey will be used to make recommendations to the organization on how we engage with families.



## Project 15 – Research

The research team were kept busy in 2022 by continuing to engage with the various project teams to prioritise the research that is required over the course of this Strategic Plan and the level of support needed.

### 2022 Key achievements

- Supporting project teams to identify their changing research needs and to provide support as needed.
- Strengthening links with universities and external groups to identify supports for project teams who require it.



### 2023 Key targets

- Offer continued support and guidance to project teams around their research needs.
- Establish an ethics committee within KARE to ensure any research is done ethically.
- Conduct a research study on the process of the strategic plan for future improvements.
- Continue to offer workshops and training to project teams.
- Develop a proactive culture of seeking out research and innovation and grant opportunities.

# Good Practice Initiatives in KARE

## Local Training Initiative “LTI”

The LTI Appreciation ceremony took place on Thursday 6 October 2022 in Sarsfields clubhouse. 11 participants received certificates of appreciation from the CEO for the commitment and dedication they have shown to this programme and to KARE as an organisation throughout the year. The participants have achieved their QQI level 5 qualification in Intellectual disability practice and were presented with their awards at the QQI Awards ceremony on March 2<sup>nd</sup>, 2023.

Many of KARE’s staff have worked alongside the participants in KARE’s services or at the training centre. Denise Kemmy the co-ordinator of the programme would like to thank local and residential service leaders, staff within our services and KARE staff who

have facilitated modules on the programme. A special mention to our service users who have opened themselves up to allowing our participants to become part of their daily lives. They have been pivotal in the learning that took place for the participants this year. Nine of the participants are now working in different sectors within KARE.

The new programme with thirteen participants is now underway and going from strength to strength with lots of new learning opportunities being introduced.

KARE’s LTI Programme has been nominated for an award the Kildare and Wicklow Education and Training Board (KWETB) Excellence Award for Community which recognises KARE’s contribution to families, service users, learners staff and local community.



*Top row: Denise Kemmy (co-ordinator) James Kaggya Sebuuma, Sean Dunne, Ger O Connor, Shane Ryan, Aoife Hickey (quality dept)*

*Bottom row: Lara Litton Byrne, Emma Connolly, Leanne Kearns, Aoife Byrne, Michelle Finan, Lucy Njeri. Not present: Stephen Dunne*

## KARE Facilities Department

2022 marked another very busy year for the Facilities Department with new locations and services coming online in Calverstown residential, Ardscull respite and Prosperous Local Service. We were also very privileged to be involved with 3 charity days across the summer whereby we had painting works carried out by volunteers from Britvic Ireland Ltd and the Sage Foundation.

The external painting and landscaping works were carried out at Cluain Alainn, The Deanery, Dunmurray and Rathmuck locations and were a fantastic success all round. It is hoped that we can continue

to successfully engage with these organisations going forward on an annual basis at other locations.

On the transport front we received delivery of a total of 6 new vehicles into the KARE transport fleet. 4 of these vehicles went into service at Blessington Local Service, Baltinglass Local Service, Edenderry Local Service and Athy Local Service. The remaining 2 vehicles will shortly commence service and become the “bookable vehicle options” that can be booked by locations to use for Service User appointments, short trip breaks etc. Both these vehicle introductions are as a result of findings coming out of the ongoing KARE Strategic Plan Transport Project.





## Assistive Technology 2022 - There's Not an App for That

“Before, it was sometimes hard to know what Leon really wanted to listen to. Now he has much greater independence.”

### Custom Solutions

At times, an Assistive Technology solution is only a couple of clicks on a device's accessibility settings or the app store away. There are many excellent tools available to help people achieve their goals and dreams. However, there are quite often circumstances when the needs of an individual dictate something a bit more custom that is not readily available off the shelf. This is an example of one such solution developed during 2022.

### Meet Leon

One of Leon's favourite things is listening to music. How he chooses which music to listen to is harder. Tapping away at Spotify on a phone or asking Alexa to play a song are not accessible for Leon due to the complex nature of his needs.

During a conversation with Leon's mum and keyworker in Baltinglass local service a plan was hatched to give Leon as much choice and independence as possible when listening to music.





Leon's support team and family had done a great job offering Leon choices with music and had come up with a long list of songs he appeared to enjoy. But Leon still relied on someone else to push the "play" button. The aim was now to find a way that he could make a choice of song and play it himself.

### The Plan

Audible scanning is a way of offering choices using speech or sound rather than, or in conjunction with, a visual prompt. It's useful for people, like Leon, who may have poor eyesight or lack picture/photo recognition.

After some research, it became clear that there wasn't anything suitable readily available, so the decision was made to write a piece of audible scanning software specifically for Leon. This would offer him a choice of three songs, playing a short clip of each one. Leon could press a switch (a button that can be used to control devices such as computers and tablets) during a song clip to play that song, or he could wait for more choices if he did not want to listen to the three currently being offered.



### The Result

Six months, and lots of testing by Leon later, he had a system in place that he now uses a number of times each week. It offers Leon a choice of music in a way that he can be more in control of. It also offers those supporting him the ability to adjust important parameters, such as the speech speed and number of song choices, to help make things as accessible as possible for Leon.

Next steps are to make it more portable so he can carry it with him between local service and home.

### It's About People

Leon's example is an important reminder that assistive technology is, at its core, not about technology but about people. It's about finding the right solution with a person to meet their individual needs, not just trying to fit them into solutions that may already happen to exist.

Leon will always have to rely on support from staff and family in many aspects of his life. There are some things that technology cannot change. With some time and perseverance however, assistive technology has helped Leon have increased autonomy, control and choice over something he greatly enjoys.



## C.S.T – Clinical Support Team

### Seasons for growth- peer support bereavement group

Six participants took part in the Social Work bereavement group “Seasons for growth”. This ran for eight weeks. The group aimed to:

- To support people to understand and manage the grief that is experienced because of their loss.
- To assist in normalising emotions associated with the loss.
- To educate about the grief process
- To develop a peer support network.



### Adult safeguarding awareness day 2022

Adult safeguarding awareness day took place on Friday 11th November 2022. KARE Social Work department met with Gardai from Kildare and our HSE colleagues from the safeguarding and protection team to raise a greater awareness and understanding of safeguarding with respect to

- Preventing abuse and
- Responding to adult abuse.



### Training on offer from the Clinical Supports Team

- Dementia Awareness
- Autism Awareness
- Supporting People with Complex needs
- Talking Mats Introduction
- Total Communication
- MAPA
- Positive Behaviour Support

Members of the CST have active roles across the strategic projects with some CST members leading strategic projects.

### CLINICAL SUPPORTS TRAINING

<p><b>MAPA</b></p> <p><b>mapa</b><sup>®</sup> a CPI specialised offering</p>	<p><b>POSITIVE BEHAVIOUR SUPPORT</b></p>
<p><b>AUTISM AWARENESS</b></p>	<p><b>Lámh</b></p>
<p><b>DEMENTIA AWARENESS</b></p>	<p><b>TOTAL COMMUNICATION</b></p>
<p><b>TALKING MATS</b></p>	<p><b>ASSISTIVE TECHNOLOGY</b></p>
<p><b>SAFEGUARDING</b></p>	<p><b>COMPLEX NEEDS</b></p>
<p><b>MANDATED PERSONS TRAINING</b></p>	<p><b>MANDATED PERSONS TRAINING</b></p>

# A.D.M – Assisted Decision Making update

## Bonsai Team



Neasa Ashe



Deirdre Walsh



Frieda Bent



Ciara Byrne



Jacinta Barrett



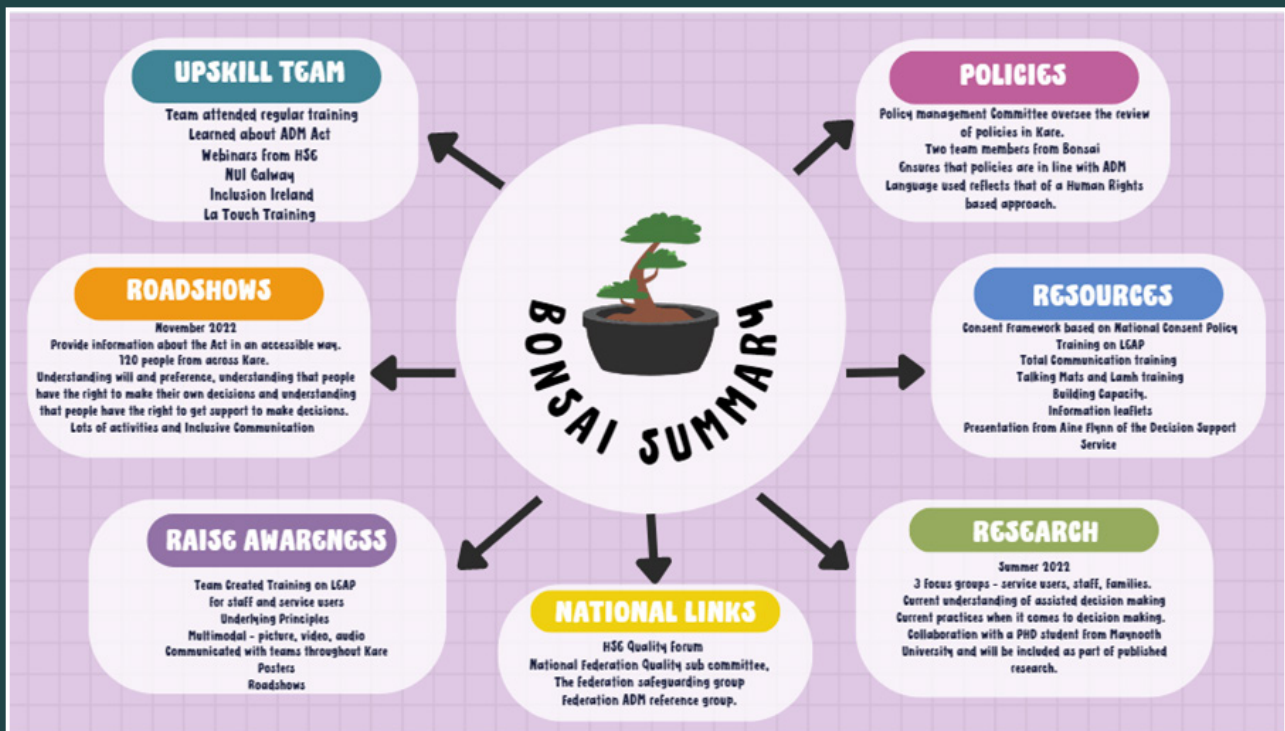
Sandra Burke



Shiona Power



Rosemary Keenan





## Recommendations

The Bonsai group have several recommendations based on needs identified throughout the course of our work.

Training and upskilling for managers and leaders in Assisted Decision Making. Many decisions are made about people's lives at management and leader level. It is imperative that people are knowledgeable and fully understand the legal requirements and implications of the ADM act. We have recommended a number of training courses that are available.

1

Due to the level of work and commitment required to implement the ADM act in KARE, the group recommend that the role of ADM coordinator is developed to ensure that the national framework for implementation can be run. A dedicated role is required given the workload associated with implementing Assisted Decision Making.

2

The will and preference of people who use KARE services needs to be captured. There is also a vast amount of work that will need to be undertaken around wards of court and advanced healthcare directives.

3

There is a lot of training required within KARE to ensure that people build their capacity. Training in using different types of communication strategies is an ongoing need and while there is training available, this needs to be increased for staff and service users.

4

Families will require information and support around assisted decision making and its implications.

5

The Bonsai team will provide information to staff team meetings and service user team meetings providing information to raise awareness about the Assisted Decision-Making Act.

6



## Recruitment Open Night

KARE held an open recruitment evening on 22nd November 2022 in Central Services. We invited social care students, advertised broadly in colleges and community centres and on all Social Care and Clinical social media sites as well as KAREs own social media sites and website.

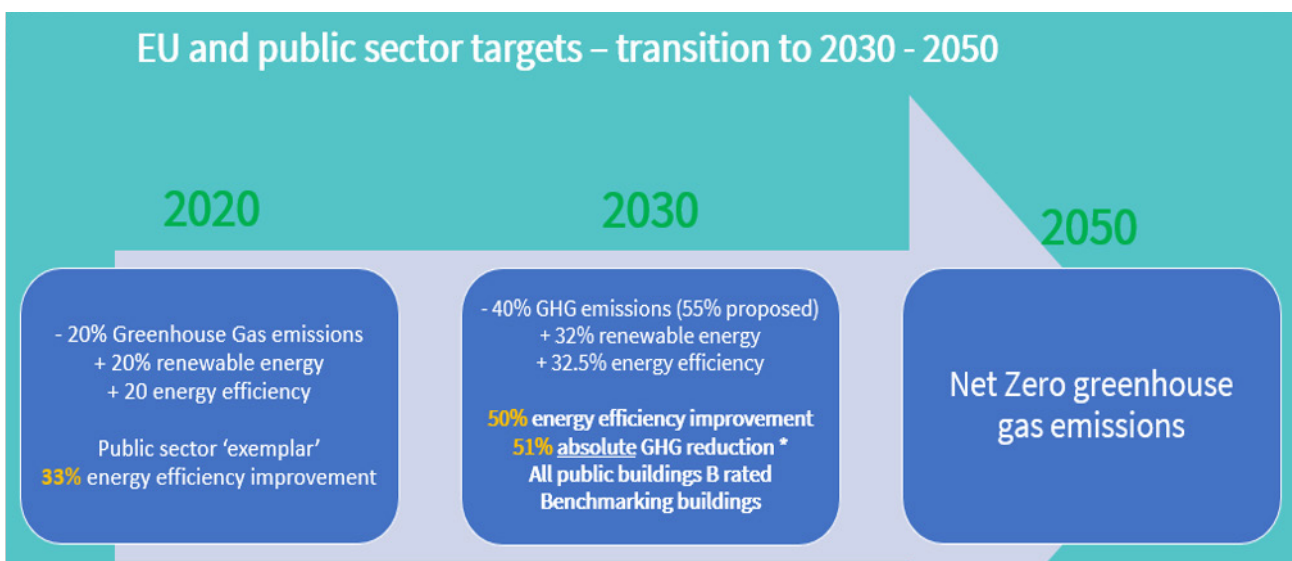
Walk in interviews were held on the night and visitors had the opportunity to discuss careers in KARE with a selection of Volunteers. HR, Operations, Management and LTI met with a variety of social care, clinical, administrators, nursing and 'interested but not yet qualified' candidates.

On the night 35 people attended, 27 interviews were held and 18 people accepted new jobs with KARE. An additional 8 people were followed up with interviews for psychology, participation in CE and LTI course, and volunteering opportunities. It was a great success, and we look forward to holding more events in the future.



## Sustainability

KARE like all public sector bodies are mandated to achieve energy reductions across the organisation. The path from 2020 forward to 2030 and beyond to 2050 is outlined below.







In order to achieve the targets outlined to 2030, KARE are embarking on a journey which will see Energy Consumption Reductions and Green Sustainability practices become embedded within all organisational decisions going forward. To this end we have been engaging with the Sustainable Energy Authority of Ireland (SEAI since 2009) and more recently the HSE Energy Bureau.

Both of these entities are in a position to supply funding to public bodies to facilitate the implementation of viable energy efficiency projects. Internal funding has also been agreed and ringfenced and will be used in a similar manner to facilitate building energy audits and subsequent energy upgrades to identified locations.

As our transport fleet is the largest consumer of energy due to our fuel consumption, a big focus is required on how we can reduce our fuel use, while still maintaining transport provision across the organisation. The above table outlines the total kilometres travelled by our fleet on an annual basis. The restrictions with COVID-19 reduced the kilometres travelled in both 2020 and 2021.

We are establishing an Energy Green Team which will include members of senior management, operations and cross departmental staff who will meet on a prescribed basis with the intention of identifying areas where KARE can improve its energy efficiency throughout the day-to-day operations of the organisation and by highlighting the importance of energy reduction across all areas in daily practices.

We have also completed the KARE Climate Action Roadmap and submitted to the SEAI. This document clearly outlines what we have done up to 2020 and the gaps to target for 2030 and beyond. A snapshot of where we currently stand up to the end of the 2021 is shown in the picture. The road to 2030 and beyond will be both exciting and challenging from an energy reduction and green sustainability perspective. We are looking forward to the Energy Green Team commencing meetings in Q2 2023 and the ideas and potential energy efficiency projects that may ensue.

## Supported Employment Achievements

"Hello, my name is **Deirdre O'Neill** and I have been working in Conductix Wampfler, Baltinglass since the 1st of June 2000. My job is a Packing Operator. I am responsible for the packing of small pieces of metal i.e. screws, bolts etc and these are then used in bigger parts to send to customers. I work 3 mornings a week. I work from home on a Monday and

in the factory on Tuesday and Wednesday. During Covid I did all my work from home and I am very happy to be back in the factory now. I missed all my friends and it was lonely doing the work on my own. In the factory all the staff are very good to me and always have time for a chat. I love my job and look forward to going to work each week."



### Julia O'Neill

"I work for Quinn's, Baltinglass. I have been working there for the last 30yrs and I love my job. My job involves logging all the hand-written dockets, posting all the credit notes, posting end of month statements to customers and I also do the daily posting using the franking machine. I love going to work each day and meeting my friends and having a chat at our tea break."

### David Leigh

I started in Glanbia, Ballytore 23 years ago. Glanbia changed the name to Tirlán in 2022. Tirlán stands for 'Land of Abundance'. Some of my tasks in the office are – sort wages, stock take stationery and PPE supplies. I love my job in Tirlán, everyone in work have been very supportive and good to me over the past 23 years. I love the banter and laughs I have every week with my work mates. I hope to be there for another few years."



## Patrick Doyle

Patrick Doyle is a busy man in both his work places. Patrick divides his time between Newbridge Car Parts where his role is as a general operative involves valeting cars and keeping the shop floor clean, and Strong Café where in his role is a Kitchen Assistant, he makes sure the kitchen is clean and he also operates the dishwasher.

Patrick is very happy in his workplaces and his managers are very happy with Patrick and the work he does.



## Jamie Merrins

Jamie has been employed at the Midlands Park Hotel in Portlaoise since 2018 and was awarded employee of the month the following December 2019. Jamie star is certainly on the rise as he has received another significant nomination and award. The Midland Park Hotel writes:

*“Our values of care, always getting better, doing the right thing and energy & drive are all wrapped up in our amazing team member, Jamie Merrins.*

*Jamie was nominated for Irish Hotel Federation Midlands Branch Employee of the Year for 22/23 on behalf of Midlands Park Hotel.*

*We all want to be like Jamie: exceptional with our guests and a supportive team member. Safe to say, he embodies everything great about our hotel.*

*We are truly honoured to have Jamie work beside us and thank him for pushing us to be better at what we do every day at Midlands Park Hotel.”*



Jamie with his colleague Jennifer Emerson.



## “Everyone has a strong voice”

### Breda Cross on her work with the Inclusive Research Network.

The Inclusive Research Network is a group of people with an intellectual disability who come together to do research on ideas and issues that matter to them. The group was established in 2008 with support from the National Federation of Voluntary Service Providers and works with organisations including Trinity College Dublin and UCC.

The group have published 5 different pieces of research to date, including topics on ‘Where we live, Relationships and most recently, the report ‘Doctors and Us’.

Some of the organisations who are represented in the IRN include The National Federation of Voluntary Service providers, Brothers of Charity services in Clare, Limerick, Galway and Roscommon, Dara Residential, Western Care and the REHAB Group.

Our own Breda Cross has been an active member with the group since 2019 and was involved in the launch of the Doctors and Us Report.

All through Covid Lockdown, the group managed to keep meeting through Zoom, making plans for their next topic of research.

2022 saw a return to in person meetings, allowing the group to continue work on their next research topic: ‘Support to make decisions’.

Speaking about why she joined the group, Breda said, *‘I find it very interesting. Everyone in the group has a strong voice.’*

The group’s next research topic is all about how people are supported to make decisions and will include focus groups with both self-advocates and staff who support people in services.



Gavin Morris joined the group in 2022 to support Breda and ‘to learn something new’. Both Breda and Gavin will be researchers on this latest topic.

In 2022, Breda was getting support to be more independent in going to visit her sister Ailish.

Through her work with the IRN in 2022, Breda also got the opportunity to work with a researcher from the University of Lucerne (Switzerland), Marissa Diaz, looking at the issue of ‘End of Life care’ for people with intellectual disabilities and helped review the research questions, as well as co-facilitating some of the focus groups.

All of the meetings for this research took place over Zoom, but in March 2022, Breda travelled to Galway to meet Marissa in person and spent the afternoon getting to know each other better and discussing the research piece.

The fruits of Breda’s labours with Marissa, will be seen this year and the work with the IRN continues....

## Tamara Byrne

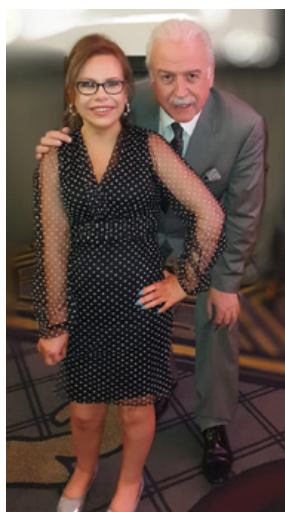


2022 was a very busy and exciting year for me. I was successful in my application to Inclusion Ireland to be part of a working group on Employment and Human Rights.

This group was funded by the Irish Human Rights and Equality Commission, and I spent the year meeting and working with a group of other self-advocates to share our experiences and opinions, so that better policies and decisions can be made regarding Employment and Human Rights.

Throughout 2022 I was part of many Working Groups such as the Media and Human Rights Project. This project was developed so that we could help create a code of practice for journalists and people with intellectual disabilities on intellectual disability and rights in the media.

I also presented at the Pathway to Inclusive Education seminar. I spoke about my experience and knowledge of the education system and what needs to change so that all students can go to school and further education together.



Along with KARE's LEAP Project Team I celebrated in the Kilashee hotel when we won at the National Training Awards for the Best Diversity and Inclusion Initiative. It was a great night, and the highlight was accepting the award on behalf of the LEAP Project Team, from Marty Whelan!



Later in the year I applied to become a member of the European Disability Federation Youth Committee. This group gathers young disabled people from all over Europe to influence the European Disability Federation and EU institutions and their policies on youth and make sure disabled people are included in society. I am the first person with an intellectual disability to be part of this federation.

In November I had the honour of representing both Inclusion Ireland and Inclusion Europe when I was asked to speak at the European Day of Persons with Disabilities at the European Parliament in Brussels. This three-day event was a wonderful opportunity for me to meet other people with disabilities, hear their stories and share my experience of the Irish education system and what needs to change so that all people have the right and appropriate access to education.

In December of 2022 I wrote a letter to the editor of The Irish Times, titled 'People with intellectual disabilities – time for inclusion' which was published. This letter expressed the need for more options and access to information for people with disabilities.

I am really looking forward to 2023 as I continue my work with the European Disability Youth Federation Committee and Inclusion Ireland. I hope that my passion for speaking up for and on behalf of others with a disability will inspire other self-advocates to do the same.



## Health & Wellbeing

Employee wellbeing is more important than ever, and 2022 was another busy year for KARE's Health and Wellness Committee.

Some of the year's activities included:

- Walk around the world challenge.
- Showing kindness: Nominate a colleague.
- Go green for St Patricks Day.
- Diversity Month.
- Share a book, take a book.
- Halloween Pet Fancy Dress.
- Office Christmas decoration.
- Christmas lottery.

A big thank you to everyone who took part in the years events.



*Pictured is: 'Big Ger' (Winner of the Halloween Pet Dress Up competition)*

## Unit Training 2022

KARE's Unit Training 2022, began in July and ran until mid-December. The training day was filled with team activities that encompass KARE's staff values and behaviours. It facilitated teams to work together, communicate effectively, demonstrate respect and appreciation for one another and build on trust and accountability. Our leader board proved popular with staff and created lots of healthy competition and banter along the way. Congratulations to Deanery and Dunmurray (Pictured below) who were last year's overall winners.

### Overall Feedback

*'I really enjoyed this training; it was really fun and welcomed. Great way to build our team'*

*'This unit training day was absolutely fantastic. I thoroughly enjoyed it from start to finish. Thank you for making it so interactive, fun and all in all a wonderful experience.'*

*'I feel closer to my colleagues, and I think that they know that I appreciate them – it's important to work continually and I value being as part of a team''*



## Voice for KARE

In 2022 the Voice for KARE committee moved to meeting again in person after COVID 19.

We had a busy year and loved being back in person to meet.



We were involved in reviewing and updating many Service User led policies with great discussions and debates occurring throughout the year.

We designed a check list for policies for approval and the new easy read approval process to be followed.

Ten meetings occurred in 2022. One of these was online.

Frieda has been supporting the group for over 14 years and we said goodbye to her in 2022. She was a great support and helped us to understand our rights. We wish her the best in her other work in KARE.



The Voice for KARE committee with the support of Martin, Aoife and Sandra from the Quality department facilitated the voice for KARE Reps meetings occurring in person in 2022.

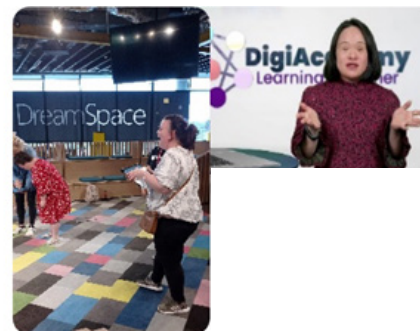




The Reps meetings proved to be a good opportunity for sharing information about organisational activities, gathering local news from each location, catching up with people in person and sharing easy read policies and guidelines.

In 2022 there were several opportunities to meet with project teams to date for the strategic plan. They gave us an update on their projects and the next steps for their projects in 2023.

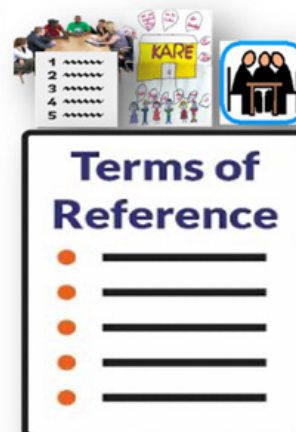
We met with the recreation team and had lots of questions for them about the disco, transport and Special Olympic activities.



We did a lot of work with the Digi Academy in 2022 and helped them with their research.

We had plans for 2022 to review the Terms of Reference of each group. We asked Inclusion Ireland for some support and this action won't get finished until 2023.

In 2023 we plan on developing 5 more easy read policies and making some videos to go along with them.





## Tully Road & Kildare Disability Week

Tully Road Local Service celebrated Kildare Disability Week from Monday 28th November - Saturday 3rd December 2022. The theme for the week was *"not all disabilities are visible"*. We decorated our building in purple and all staff and service users wore purple for the week. We received sponsorship of a purple balloon arch by Councillor Suzanne Doyle which added to our celebrations. Events for the week included visiting local business in our community, such as the Silken Thomas, the Credit Union, Sanchai Book Shop, Kildare Leadership Partnership, Cafe K, Kildare Heritage Centre, Kildare Town Library, Teach Dara Kildare Community and Family Centre, all getting involved with us and donning the colour purple. We received very warm welcomes from our community in Kildare and finished off our week with the Dean Philip McKinley lighting up St. Brigid's Cathedral in purple, supporting International Disability Day. We aim to make this event bigger and better in 2023. The week was a real way for us to connect locally, a real example of social inclusion in our neighbourhood.



# News from around the Organisation

## Kilcullen

Peter Trueman started his Silver Gaisce Community work in Kilcullen Community Centre in October 2021. The community centre manager Enda O Neill told Peter that he was opening a coffee shop in the new year. Peter told Enda that he was a baker. Enda asked could he bring in samples. Peter brought them in the following week, the samples were taken to the Board of Directors. They all loved his cakes. Peter now has a job supplying cakes to The Hatch coffee shop. These cakes include cookies, chocolate cake, lemon drizzle (GF) and carrot cake . Peter has registered his company with the HSE and has passed the HACCP inspection.



Peter does all the baking independently at home and is the first entrepreneur in Kilcullen local service. We are all so proud of him.

Customers can order Peter's cakes from Facebook page Pete DeChef or can go and try all his amazing cakes at The Hatch Coffee Shop located at the Kilcullen Community Centre.

This good news story has been on several social media platforms such as Kildare community stories, Cllr Tracey O Dwyer

website and Kilcullen Diary. Peter's speciality cookies are held in high regard after Josepha Madigan Minister of State for Special Education and Inclusion tweeted one word to describe the product "FABULOUS".



Throughout 2022, all of the service users in Kilcullen Local Service took part in the QQI Creative Expressions where they showcased all their talents through art, craft and drama. Each service user exhibited their work and expressed their creative side throughout the drama piece. This work was completed over the course of the year with the end result being able to showcase their creative expression film to all their families, friends and peers. This created great excitement throughout Kilcullen Local Service.



Brian Byrne is doing his Gaisce gold community work in the Kilcullen local service. Brian is also rehearsing to play the role of PT Barnum from the greatest show man for creative expression course.



## Naas

The Pictures below show Sheila Byrne out and about in her community. Sheila took part in a research study called "Map my Area". The research presented on what neighbourhood means to adults with intellectual disability and experiences of engagement with people and places locally.



2022 saw some major achievements for Anthony Byrne. *"During 2022 I got back to my full working hours prior to Covid. This was good as I like my work and like to keep busy and enjoying my independence with support to pursue and work towards my goals".*



Anthony also received an award for his lengthy service in the Osprey Hotel, Naas. Anthony received a certificate and a beautiful, engraved clock in recognition of his 18 years of service at the hotel.

*"We all went on holiday which we all needed so badly, and I really enjoyed this."*

*I was nominated by KARE to attend an awards ceremony to accept an award for Good Governance on their behalf which made me very proud".*

Geraldine Cross and Sheila Byrne with staff enjoying the St. Patrick's Day parade that took place in Newbridge after a two year absence.

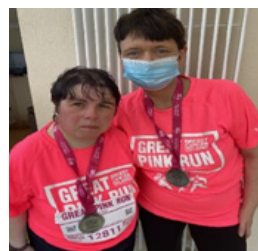


2022 proved to be very good year for Anne Nolan. *"Lots of good & positive things happened for me. One of my favourites being that I celebrated my 50th birthday in Tougher's in Naas with all my*

*friends. I really enjoyed it, and it is one of the highlights for sure.*

*One of my biggest achievements and one I am most proud of is that I came first place in the Leinster Games Bowling Competitions and got to bring home the Gold. All my family, friends and co-workers were so proud of me.*

*My co-workers in Birds Eye Ireland that had been working from home during Covid returned back to the office, this was really good for me, I had friends to have a chat with and have our coffee- breaks together again.*



*Again in 2022, I took part in a 5k charity walk for Women's Health Awareness GREAT PINK RUN. The first time I did this walk was 2021. I have decided to take*

*part in this charity event every year, my way of supporting Women's Health Awareness.*

*I also took part in a research project with Dr Geraldine Boland (UCD) on Community Inclusion which I enjoyed.*

Breda Cross also had a very busy and eventful year in 2022.



*"I was very proud to compete in The Leinster Games Bowling and did very well. I celebrated a special birthday*

*early in 2022. I turned 60 in April, and I had a big party with all my family, friends and staff in Sarsfield's GAA. It was the best night ever!*

*I resumed all my classes and courses that I had been in like choir, Special Olympics basketball and bowling. I have now joined the bowls team and I am back attending meetings with the Inclusive Research Network."*

Joe Ryan was delighted to get back to what he enjoys in 2022.



*"I was able to get back to all the activities in the community that I am part of. It was great meeting the members of Past Times Choir and the lads in the Men's shed, having coffee, chatting and singing.*

*At Christmas the Past Times Choir joined The Voices of Spring Choir to put on a performance in Strafford Hall it was a great day. I am now also part of a walking group, and my walking partner is Michael who I met through Naas Men's Shed. This community inclusion activity was set up for me by Anne Marie Potter from KARE. We walk on Thursday mornings, and I look forward to this activity because I'm an out-doors person and we get tea and biscuits afterwards. I also have taken part in the Walking Football 5 a side matches played on a Friday at Leisure arranged by The Men's Shed".*

Joe is pictured above with his Mentor Michael Collier from the Nordic Walking Group as part of the Naas Mens Shed.

## Clane

On October 5th, 2022, Mandy Sharpe held a coffee morning in aid of Breast Cancer Society Ireland. This was held in Clane local service and had a great turn out from staff and service users from other locations. Mandy chose to raise funds for charity as she lost her mum to this disease back in 2015. She raised over €100 on the day and all the money was donated to the Breast Cancer Society.



2022 was a milestone year in which one of our homes in Clane celebrated 10 years since it opened their doors. In 2022 KARE also bought the house which is great news. We love to see such an excellent organisation expand and it gives other individuals a great opportunity to live their best possible lives like we do in Abbey Park. We also got a new cabin at the house which all of us (including Declan pictured on the below) enjoy using for relaxation, arts and crafts & socialising.







### Una Kenny

*"I completed the Vhi Women's Mini-Marathon in 2022.*

*I really enjoy doing this yearly and I missed it due to COVID 19 but in 2023 I will register and*

*complete it again as I enjoy completing the Marathon and raising money for charities."*

### Amy Crofton

*"In 2022, I went to No Limit Wrestling. I really enjoyed going to Wrestling as it is one of my favourite things to see. It was so much fun, and I even got to meet some of the Wrestlers."*



### Marie Therese Conliffe.

Maire Therese went to a holiday home in Co Clare with her housemate Amy Crofton for a holiday during the summer. They had a lovely time together.



### Baltinglass

Eoin O'Malley's painting SPHINX MOSAIC was selected through open submission for the exhibition Speech Sounds which ran in Visual Carlow from June 9th to August 31st, 2022. Speech Sounds was an exhibition that considered communication, language and the body and featured work by Irish and international contemporary artists. Being selected for this exhibition marks significant recognition of Eoin's standing as a visual artist and Eoin was further honoured to be chosen as one of five award winners in the exhibition. Pictured on the left is Eoin with his parents John and Marianne and left is Eoin and his art tutor Orla O'Callaghan.





## Equestrian Centre Summer Show 2022

The Annual Summer Show was re-introduced at the Equestrian Centre in July. 31 riders participated which made all the hard work and organisation worthwhile. Many family members attended to support the very excited Service Users so there was a really happy atmosphere and much fun was had by all. All participants received a Certificate of Participation.



## The Women's Shed by Claire Hayes



*"I had a great time when I joined the Women's Shed in Kiltegan. I got to meet new people and some I already knew. I was delighted to be able to show them to Cross-Stitch and*

*do Tapestry. These are 2 of my favourite past times. We used different types of wools and thread. The Women's Shed was the best, it gave me a chance to learn from the other ladies as well. Everyone was really nice and good to me".*

## Edenderry

Pictured are the service users of Edenderry Local Service who completed the bottle top art project. This was a team activity, and everybody collected bottle tops that were designed in a way to display Van Gogh style art.

This project was led by Cynthia Dunne and this piece of art was proudly displayed in Edenderry Library.

The design is featured on the cover of this report.



## Athy

In 2021, members of Kildare Cycling Club (KCC) undertook a cycle from the Round Tower, Kildare to Reginald's Tower, Waterford.

The cycle known as Tower2Tower is to raise money to buy adapted / modified bikes for use by service users of KARE. Global supply chain delays meant that the bikes were only delivered in late 2022. Pictured at the handover of the bikes to Athy Local Service KARE are club members Michael McWey, John O'Loughlin, Eamon Kirwan, Declan Power, Des Groom (then chairperson of KCC) & Maria O'Reilly (KCC & KARE) with KARE service users Lisa Conway and Sean Clarkin.



## Blessington

In 2022 Darren Ryall started volunteering with the Blessington Community First Responders Group.

Darren checks 16 defibrillators in the local community once a month. He confirms that they are working and that the pads and batteries are in date. Further checks are carried out to confirm that there are scissors, a razor, a mask, and gloves in the pack. Once checks are complete Darren makes sure the cabinet is clean. If Darren finds any issues, he emails the group to have the supplies replaced.

Pictured are Darren, Cyril (KARE staff), Simon (Chairperson Blessington CFR group)

## Outreach

Mark Barber launched an exhibition of his work entitled "Dragons & Knights & Other Things" in July 2022. Mark was delighted to have sold 4 of his pieces during the exhibition that was held at the Kildare Town Library.

*"Hi my name is Mark and it has always been my dream to become an artist. Over the last few years I have applied to Kildare County Council for grants and this has funded a mentor and photographer. This helped towards having my first art exhibition in Kildare library and making my first sales from this. I'm very proud of the fact that my first two sales are now hanging in the Curragh Military College. My future dream is to be a successful artist and to write fantasy art stories to go with the pictures. I would also love to make enough money to hire a cleaner and retire."*





## Project Search

Pictures are the students of Project SEARCH receiving their Certificates for a Basic First Aid course they completed.

From right to left Matthew Kennedy, Darren O'Neill, Anita Mills, Celine Chelariu, Sophie Lawlor, Jennifer Howell and Cait Reilly. Front row Cameron Drew.



## Johnstown

Pictured below are Emmet Mangan, Ronan O'Riordain and Niamh Walsh proudly showing off their medals after the Special Olympics bowling competition.



Pictured also is Emmet receiving his QQI Certificates.



## Academy Street



Chris enjoying time in the sensory pod in Kildare town Library. This sensory pod has a vibrating bed, sensory lights, a facility to connect your phone to watch you tube clips and, movies on screen or play your favourite music. It is fantastic that the library offers this amazing facility within our community.



For Halloween Academy Street dressed up and donated money to the Trick or Treat for sick children. They held a Halloween party, and the table of goodies was aptly named Dead Fred.



Academy Street also held a purple cupcake decorating day and wore purple for the Kildare Disability Awareness Week. They made their own photo frame and as you can see, they took lots of pictures.



## Tully Road

Leonard Kennedy, Cathal Timoney, Ciaran Burns and Patrick Doyle attended “A December to Remember” in conjunction with Kildare Leadership Partnership. The event held over a period of 6 weeks encompassed cookery skills, and festive themed Arts and Crafts.



Cathal Timoney has been putting the skills he acquired into practice after the event. Cathal’s Life Vison focuses on Skills for Independent Living. Cathal completes a weekly shop, where he chooses healthy options which he can cook within the centre and at home.

Cathal engages with people from his local neighbourhood, whilst on his shopping trip. Cathal is also focusing on budgeting skills and learning to manage his money independently.

Cathal can now prepare a healthy nutritious meal with the support of his staff working towards meeting his goal. Cathal is really enjoying this.





The service users involved in “A December to Remember” and their friends in Tully Road will continue to link with Kildare Leadership Partnership to source similar courses going forwards.

Leonard Kennedy and Cathal Timoney also attended the men's shed every week as part of their plans. The guys really enjoy interacting with others who attend the men's shed and are very much a part of the men's shed community.

Leonard Kennedy and Patrick McMahon tending to the flower beds at Teach Dara Community Centre.



Fiona has become involved in a local art group in Milltown with the help of Anne Marie Potter as part of the Social Inclusion Development, Education and Research work Anne Marie is involved in. Fiona loves attending this group with peers in the same age group as herself.

A new bus route serving Coil Dubh directly to Naas has meant that Mary Fulton can now travel independently to work each morning and not rely on staff bringing her in each morning. Mary was supported with some travel training on the new bus and route and hasn't looked back since and loves her new found independence.

Colm has begun work on achieving his Gaisce silver award and is working hard each week on this and is really enjoying learning new skills.

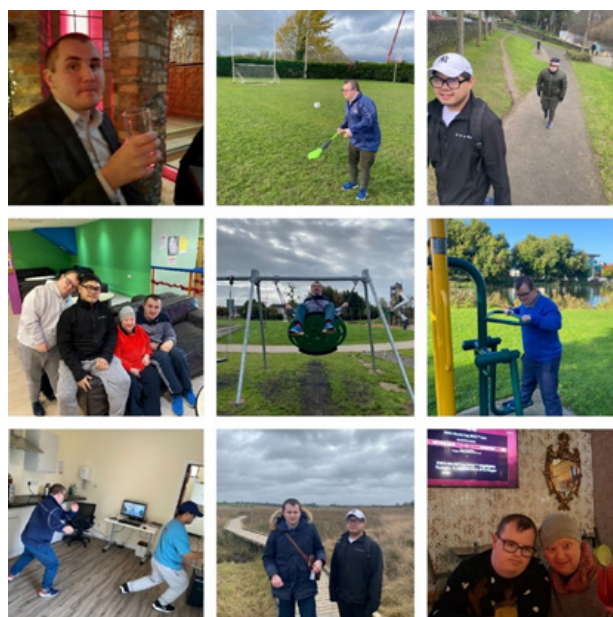
All the individuals who attend Prosperous LS have expressed how much they are enjoying attending the new location.

Pictured to the below are: Conor Butler, Colm Byrne, Michael Gee Plancka and Fiona Tierney.

## Prosperous

Prosperous LS officially opened in September 2022. Since then, the individuals we support have had many accomplishments. Michael secured employment in the local pub Christy Keenan's Bar and Lounge and loves his job.

Conor with staff support arranged to meet with Local Councillor Aidan Farrelly to garner support in raising more awareness around the unreliability of the Go-Ahead bus service namely the 120b which Conor uses every day to travel independently to the service. The outcome is that Aidan has arranged for Conor to meet with a manager from Go-Ahead to explain first-hand the impact the unreliable service has on individuals such as Conor.



## Kildare

2022 was an action-packed year for all the gang in Kildare. Check out their year in pictures below.



Niall O' Donnell, John Byrne and James Dunne enjoying the aquarium while away on holiday together.



Siobhan Doyle enjoying Nathan Carter in the Arklow Bay Hotel.



James Dunne and Niall O' Donnell taking a well earned break while enjoying a walk.

John Byrne visiting his old pal Eoin Birchall in Peamount Healthcare services. Eoin moved from KARE in September 2022.



Imelda Faney enjoying a train trip to Dublin.

Niall O' Donnell, John Byrne, James Dunne and Breda Howe enjoying dinner and drink on holiday in Galway.







**"ALL STAFF ARE AMAZING THEY GO ABOVE AND BEYOND"**

# Children's Services



**"WE ARE LOOKING FORWARD TO SEEING ALL OUR CHILD DOES IN PRESCHOOL THIS SEASON"**

**"I HAVE NOTHING NEGATIVE ABOUT EARLY YEARS PRE SCHOOL"**

**I FEEL TOTALLY AT EASE LEAVING MY CHILD AT EARLY YEARS WITH ALL THE STAFF**

**THEY ARE WONDERFUL AND SO CARING.**

**THANK YOU DOESN'T DO IT JUSTICE**

## Sports & Recreation

2022 saw the return of action on the playing fields, equestrian centres and most importantly the dancefloor as we all got back to doing what we love best. Yes the weekly training sessions, Special Olympics competitions and the social club were all back in full swing.

2022 was also a busy year as preparations for the Special Olympics World Summer Games in Berlin in June 2023 got underway. Training began in the hope of achieving qualification for athletes to be eligible for selection onto Team Ireland.



During the year, 29 athletes competed in Athletics, Badminton, Bocce, Bowling, Basketball, Equestrian, Golf, Swimming, and Soccer. Advancement events with those winning gold medals being eligible for selection on to the Team. KARE were delighted that 3 service users qualified for Team Ireland in Bocce, Athletics and Basketball. Our congratulations and best wishes go to Eoin Daly, Grace Kavanagh and Louise Day who will be travelling to Berlin in June 2023 to represent Ireland. Good luck to them and to all the athletes representing Ireland in their upcoming training and competitive endeavours.

There was lots of other activities in 2022. We also had our Open Water Swimmers, Kayakers and Tennis players all having fun on the water and on the tennis courts over



the year too. Our thanks to Enzo and Cormac our tennis coaches and to the committees and members of Kilcullen Tennis Club, Clane Tennis Club and Prosperous Tennis Club for the use of their facilities over the year. Our Open Water Swimmers swam in Bray, Wicklow and Portmarnock Beaches with our Kayakers paddling in Milltown canal.

There was further delight when our equestrian centre in Baltinglass was able to host a Special Olympics Competition once again. This was something everyone was keen to see return to the Fr Gary Doyle Equestrian Centre.

Looking forward to 2023, it is shaping up to be an exciting year supporting our World Summer Games athletes in Berlin and trying to get our athletes who missed out on World Winter Games qualification in 2021 due to Covid pandemic qualified for the next Winter Games in 2025. We can't wait!!

Pictured on the right is Leonard Kennedy proudly showing off his gold medal he achieved through Special Olympics bowling in October.







# GAISCE THE PRESIDENT'S AWARD

Every year the participation with Gaisce throughout the organisation goes from strength to strength. Conor Butler (left), Mark O Keefe (bottom right) and Ruth Fenton (bottom left) - all got their gold awards in a ceremony hosted by Uachtarán na hÉireann presented by President Michael D. Higgins at Áras an Uachtaráin in July of 2022.

Even though the numbers attending were limited, it was great that the participants had the opportunity to receive their awards in person. Both Conor and Mark had completed their residential project online in 2021 - which they worked hard on their presentations and took a turn to present along with 60 other young people across Ireland. It was a great success for all involved.



**The Nationalist** Menu

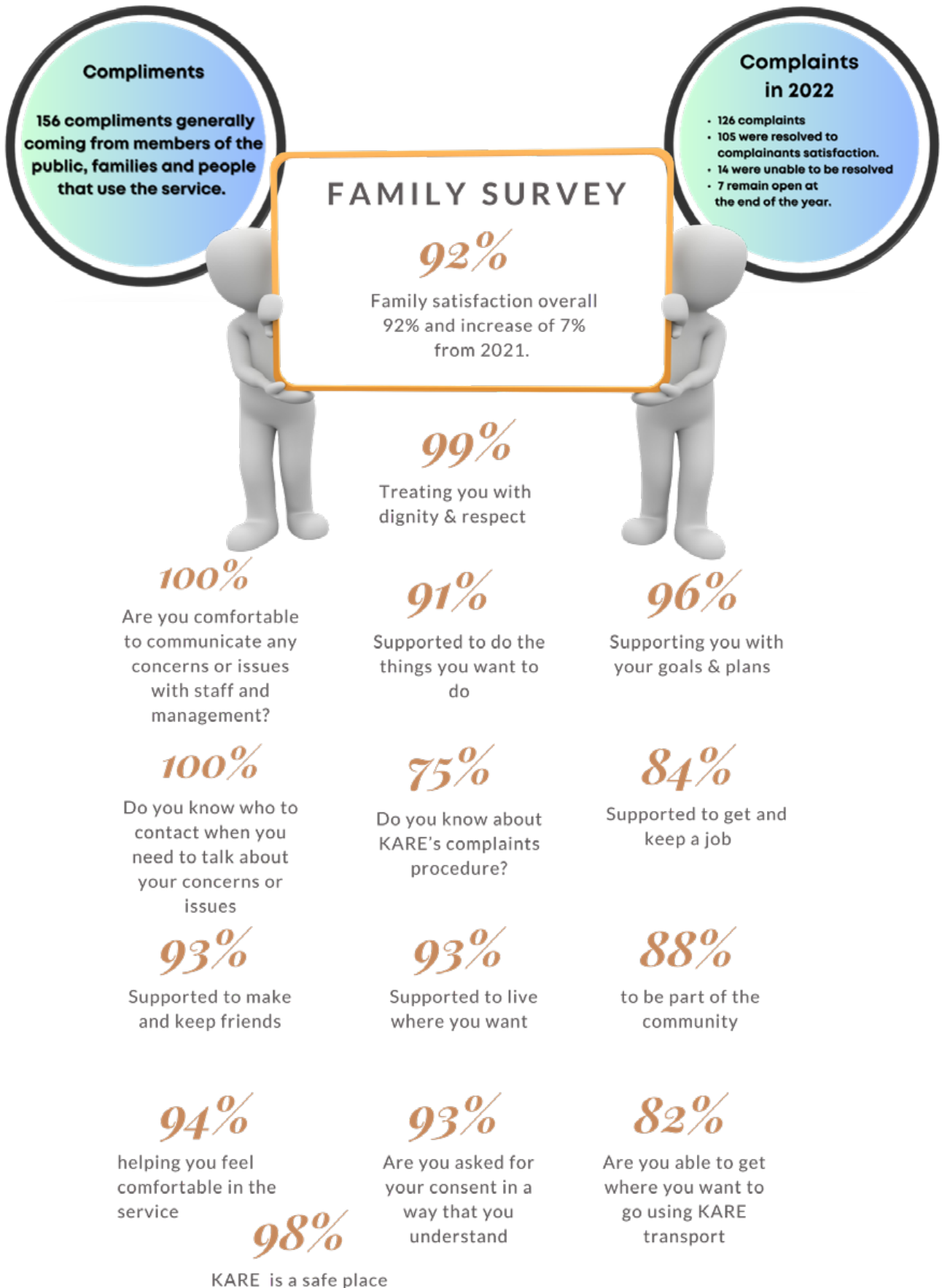
## INSPIRING CONTRIBUTIONS EARN GAISCE GOLD

THURSDAY, JULY 07, 2022

f t w l i e +

Mark O'Keefe receives his gold awards from President Michael D Higgins at a ceremony in Áras an Uachtaráin also pictured Yvonne McKenna, CEO of Gaisce

# KARE FEEDBACK





# POSITIVE COMMENTS



**OVERALL 90% SATISFACTION  
WITH THE SUPPORTS  
PEOPLE RECEIVE IN KARE.**

# Financial review

The Statement of Financial Activities and Statement of Financial Position are set out on pages 76-77.

## Results and Financial Position

Net Income of €472,192 (2021: Net Income €2,575,581) was recorded for the year. Net income for the year predominately relates to funding received in the year from property transactions. The operational result for the year amounted to net income of €14,596 (2021: €37,896)

The funds held as reserves at the year-end were €18,109,837 (2021: €17,637,645), of which, €17,257,851 (2021: €17,151,474) are held for restricted purposes. Of those restricted funds €17,227,785 (2021: €17,136,004) relate to Capital Funds.

Unrestricted reserves of €851,986 (2021: €493,171), include designated funds amounting to €377,728 (2021: €318,566).

## Funds

**Unrestricted funds** are available for use at the discretion of the Directors 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 Directors 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

Overall income has increased during the year to €34,463,664 (2021 €32,067,580). 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.

In 2022, KARE applied for 6 (2021: 27) grant opportunities with a success rate of 50% (2021 45%). We plan to increase the grants applied for in 2023 with the addition of some new resources. The HSE continue to be the largest provider of funding to KARE. Other significant grants applied for which KARE were successful in securing are as follows:

- Kildare County Council €67,800 – Disability Participation and Awareness fund which supported Strategic Goal 3 Community Engagement.
- Kildare County Council €366,176 – Capital Assistance Scheme to purchase and refurbish properties to house specific people we support.

Further details on our income can be found in the notes to the Financial Statements.

## Expenditure

Overall expenditure has increased during the year to €33,991,472 (2021 €29,491,999). The increase in expenditure primarily relates to the increase in both scale and volume of services being delivered along with national pay awards received in 2022. Due to the nature of our services and supports, staff costs continue to be the largest cost in KARE and in 2022 amount to €28,695,208 (2021 €25,191,903). Details on staff costs are set out in note 11 to the Financial Statements.

## Fundraising Activities

Income from fundraising activities during the year amounted to €40,382 (2021 €42,641).

Fundraising activities and events have continued to decline in recent years. Fundraising is a key priority of the Strategic Plan 2021-2025. A project team are working through the key objectives of the project which predominantly relate to the development and implementation of a Fundraising Strategy. In Q4 of 2022, the new Fundraising Strategy was adopted by the Board and we are in the process of recruiting a Fundraising Manager to join KARE in 2023 and spearhead the implementation of the Strategy.

All funds collected from the public are raised in the name of KARE and are lodged to a separate fundraising bank account. The Board approve how these funds are expended and all funds are used at the discretion of the Board. As the majority of KARE's income is derived from Grant Funding and Service Arrangements, the amounts fundraised allow KARE to have a modest independent source of funds which are mainly 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 have 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

KARE's 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 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 within KARE 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, KARE holds free reserves of €474,258 (2021: €167,605). Free reserves represent the undesignated and unrestricted reserves held at the year-end.

The Board are 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.

### **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.

### **Auditors**

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

# Future Plans

## Future developments

The strategic plan clearly sets out the agreed objectives for the organisation to 2025 with a clear framework for implementation and monitoring in place. Further details of our Strategy are set out in previous sections of this Report. In 2023, KARE will conduct a half way review of the strategic plan.

KARE continues to work closely with the HSE as main funders in the development of services for people with disabilities. We continue to expand our services and expect that this will continue into 2023 in line with the growing demand.

2023 will see the commencement of the approved Fundraising Strategy which we hope will reinvigorate fundraising in KARE in order to generate much needed additional funds for our organisation. The recruitment of a Fundraiser is underway and we hope to appoint a new staff member in Q2 of 2023 following a recruitment campaign.

A small group of staff led by the ICT Manager are developing a new Website for KARE that has been in much need of refreshing for some time. Our new look website will go live in Q2 of 2023 along with our new logo and branding.

One of our properties in Newbridge will have a large refurbishment and extension added which will commence in the second half of 2023 once a building contractor is appointed. The site will have two one bedroom apartments at the rear of the existing property with the current property onsite being refreshed. This will provide a new modern home for the residents.

## Subsequent events

There are no significant events affecting KARE post year end that require adjustment or disclosure in the financial statements at 31 December 2022.

# 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.

They confirm that:

- Adequate controls are in place in order 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;
- 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;
- 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, for example capital projects; 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 confirm that they are satisfied with the effectiveness of the system of internal financial control.



## Directors' Responsibilities Statement

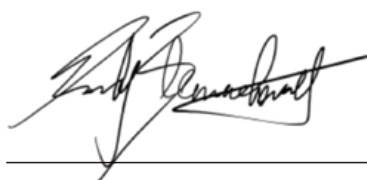
The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with FRS 102, the financial reporting framework applicable in the Republic of Ireland, and the provisions of the Companies Act 2014.

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;
- 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 company's 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 and signed on their behalf by:



**Ms. Emily Blennerhassett**  
Director



**Mr Matthew Behan**  
Director

# Independent Auditors Report

## Opinion

We have audited the financial statements of KARE, Promoting Inclusion for People with Intellectual Disabilities for the year ended 31 December 2022 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 2022 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 the Company's 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 director 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 the charity's 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 the company 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 at: [http://www.iaasa.ie/Publications/Auditing-standards/International-Standards-on-Auditing-for-use-in-Ire/International-Standards-on-Auditing-\(Ireland\)/ISA-700-\(Ireland\)](http://www.iaasa.ie/Publications/Auditing-standards/International-Standards-on-Auditing-for-use-in-Ire/International-Standards-on-Auditing-(Ireland)/ISA-700-(Ireland)). 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 company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the charity's 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 the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Ian Lawlor**  
**for and on behalf of JPA Brenson Lawlor**  
**Statutory Audit Firm**

30th May 2023

Argyle Square  
Morehampton Road  
Donnybrook  
Dublin 4  
D04 W9W7

# STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2022

	Note	Unrestricted funds 2022 €	Restricted funds 2022 €	Capital funds 2022 €	Total funds 2022 €	Total funds 2021 €
<b>Income and endowments from:</b>						
Donations and legacies	2	40,382	-	-	40,382	42,641
Charitable activities	3	-	33,984,521	438,747	34,423,268	32,024,939
Investments	4	14	-	-	14	-
<b>Total income and endowments</b>		<b>40,396</b>	<b>33,984,521</b>	<b>438,747</b>	<b>34,463,664</b>	<b>32,067,580</b>
<b>Expenditure on:</b>						
Raising funds	5 - 7	-	-	-	-	-
Charitable activities	5 - 7	-	(33,558,195)	(433,277)	(33,991,472)	(29,491,999)
<b>Total expenditure</b>		<b>-</b>	<b>(33,558,195)</b>	<b>(433,277)</b>	<b>(33,991,472)</b>	<b>(29,491,999)</b>
<b>Net income / (expenditure)</b>		<b>40,396</b>	<b>426,326</b>	<b>5,470</b>	<b>472,192</b>	<b>2,575,581</b>
Transfers between funds	18	325,419	(411,730)	86,311	-	-
<b>Net movement in funds</b>		<b>365,815</b>	<b>14,596</b>	<b>91,781</b>	<b>472,192</b>	<b>2,575,581</b>
<b>Reconciliation of funds:</b>						
Opening funds	18	486,171	15,470	17,136,004	17,637,645	15,062,064
<b>Closing funds</b>	<b>18</b>	<b>851,986</b>	<b>30,066</b>	<b>17,227,785</b>	<b>18,109,837</b>	<b>17,637,645</b>

The notes on pages 79-93 form part of these financial statements.

# STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2022

	Note	2022 €	2022 €	2021 €	2021 €
<b>FIXED ASSETS</b>					
Tangible fixed assets	13		14,971,557		14,666,797
<b>CURRENT ASSETS</b>					
Debtors	14	4,231,619		2,850,960	
Bank and cash	15	5,819,893		4,923,588	
		<u>10,051,512</u>		<u>7,774,548</u>	
<b>CURRENT LIABILITIES</b>					
Creditors falling due within one year	16	<u>(5,904,155)</u>		<u>(4,061,535)</u>	
<b>NET CURRENT ASSETS/(LIABILITIES)</b>			<u>4,147,357</u>		<u>3,713,013</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			19,118,914		18,379,810
Creditors falling due after one year	17		(1,009,077)		(742,165)
<b>NET ASSETS</b>			<u>18,109,837</u>		<u>17,637,645</u>
<b>TOTAL FUNDS OF CHARITY</b>					
Unrestricted funds	18		851,986		486,171
Restricted capital funds	18		17,227,785		17,136,004
Restricted funds	18		30,066		15,470
<b>TOTAL CHARITY FUNDS</b>	18		<u>18,109,837</u>		<u>17,637,645</u>

The notes on pages 79-93 form part of these financial statements.

The financial statements were approved and authorised for issue by the Directors on and signed on their behalf, by:



**Ms. Emily Blennerhassett**  
Director



**Mr Matthew Behan**  
Director



# STATEMENT OF CASHFLOWS

AS AT 31 DECEMBER 2022

	Note	2022 €	2021 €
<b>Cashflows from operating activities</b>			
Net cash provided by operating activities	20	1,707,071	5,408,780
<b>Cashflows from investment activities</b>			
Purchase of tangible fixed assets	13	(1,145,869)	(2,619,963)
Net proceeds from disposal of fixed assets	13 / 20	335,103	-
<b>Net cash used in investing activities</b>		(810,766)	(2,619,963)
<b>Changes in cash and cash equivalents for the year</b>		896,305	2,788,817
Cash and cash equivalents at beginning of year	15	4,923,588	2,134,771
<b>Cash and cash equivalents at end of year</b>	15	5,819,893	4,923,588

The notes on pages 79-93 form part of these financial statements.

# Notes to the Financial Statements

## 1. Accounting Policies

### 1.1 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, Promoting Inclusion for People with Intellectual disabilities (“KARE”) for the financial year ended 31 December 2022. 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.

### 1.2 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.

### 1.3 Company status

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 page 1. In the event of KARE being wound up, the liability in respect of the guarantee is limited to €1 per member.

### 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 2023 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 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, Charitable Activities and Investments.

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.

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

KARE receives over 50% of income from the Exchequer annually.

### 1.7 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. 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. Costs of raising funds are those incurred in attracting voluntary income.

Expenditure on charitable activities are those costs incurred in furtherance of the charitable activities and providing services to beneficiaries.

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

All expenditure is inclusive of irrecoverable VAT.

### 1.8 Tangible fixed assets and depreciation

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.

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
Leasehold property	Over term of lease
Motor vehicles	20% straight line
Fixtures and fittings	20% straight line
Computer equipment	20% straight line

### 1.9 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.

### 1.10 Operating leases

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

### 1.11 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.

### 1.12 Work in Progress

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

### 1.13 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.

### 1.14 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.

### 1.15 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.



## 1.16 Taxation

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

## 1.17 Functional and Foreign currencies

The financial statements have been presented in euro (€) which is also the functional currency.

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.

## 1.18 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 that the amount cannot be reliably measured at the reporting date or (ii) 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.

## 1.19 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.

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.

## 1.20 Fund accounting

**General funds** are unrestricted 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 is 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.

### 1.21 Work in Progress

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

### 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 2023 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 2022 €	Restricted funds 2022 €	Capital funds 2022 €	Total 2022 €	Total 2021 €
Voluntary Donations	40,382	-	-	40,382	42,641
<b>Total</b>	<b>40,382</b>	<b>-</b>	<b>-</b>	<b>40,382</b>	<b>42,641</b>

Income from Voluntary Donations includes all income received from fundraising events held by or on behalf of KARE.

## 3. Income from charitable activities

	Unrestricted funds 2022 €	Restricted funds 2022 €	Capital funds 2022 €	Total 2022 €	Total 2021 €
Services and supports	-	32,434,931	438,747	32,873,678	30,448,550
Housing	-	219,225	-	219,225	233,226
Training initiatives	-	1,330,365	-	1,330,365	1,343,163
<b>Total</b>	<b>-</b>	<b>33,984,521</b>	<b>438,747</b>	<b>34,423,268</b>	<b>32,024,939</b>

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 Employment Affairs and 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 26.

### 3. Income from charitable activities continued – Analysis of income from charitable activities

	2022	2021
	€	€
<b>Services and supports</b>		
HSE Kildare West Wicklow	26,196,338	23,959,661
HSE Miscellaneous	3,588,303	2,883,626
HSE Rehabilitative Training	354,227	379,915
Department of Education - Bus Escorts	472,996	483,266
HSE Midland	323,383	330,839
Department of Education - VTC	228,362	219,110
HSE South Eastern	152,107	165,201
Department of Education - Ancillary	90,603	74,991
Miscellaneous receipts	32,985	36,665
HSE Special requests	89,728	89,728
Residential contributions - RSSMACs	67,508	76,695
HSE Mothers and babies	45,627	41,668
HSE Dublin South East/Wicklow	638,804	571,326
HSE Dublin North East	25,394	25,395
Revenue Grants	63,913	198,090
HSE Childrens' respite	60,228	51,624
Respite Contributions	-	582
Social Club Contributions	1,455	-
Rental Income	2,970	-
<b>Total</b>	<b>32,434,931</b>	<b>29,588,382</b>
	2022	2021
	€	€
<b>Housing</b>		
Rental income	219,225	199,626
<b>Total</b>	<b>219,225</b>	<b>199,626</b>
	2022	2021
	€	€
<b>Training schemes and initiatives "Training initiatives"</b>		
Dept of Employment Affairs and Social Protection - Community Employment	1,243,132	1,260,166
Education and Training Boards - Local Training Initiatives	87,233	82,997
<b>Total</b>	<b>1,330,365</b>	<b>1,343,163</b>
<b>Total income from charitable activities</b>	<b>33,984,521</b>	<b>31,131,171</b>

### 4. Investment income

	Unrestricted		
	funds	Total	Total
	2022	2022	2021
	€	€	€
Bank interest	14	14	-
<b>Total</b>	<b>14</b>	<b>14</b>	<b>-</b>



## 5. Direct costs

	Services and supports 2022 €	Housing 2022 €	Training initiatives 2022 €	Capital 2022 €	Total 2022 €	Total 2021 €
Wages	25,106,399	-	1,253,025	-	26,359,424	23,164,632
Repairs & maintenance	862,531	211,108	-	-	1,073,639	780,896
Depreciation	5,282	1,853	-	681,284	688,419	662,951
Transport costs - national	499,118	-	-	-	499,118	309,354
Material costs	411,661	-	12,456	-	424,117	364,550
Catering & housekeeping	349,220	18,111	22,646	-	389,977	357,765
Rent & rates	322,500	44,400	-	-	366,900	282,722
Professional & legal fees	345,313	-	1,845	-	347,158	13,354
Light & heat	316,988	-	-	-	316,988	206,154
Travel - national	284,077	-	1,748	-	285,825	178,433
Telephone	90,948	-	98	-	91,046	91,773
Print, post & stationery	30,013	-	9,315	-	39,328	40,975
Training & development	6,148	-	25,810	-	31,958	32,636
Memberships and Subscriptions	17,087	1,040	1,369	-	19,496	24,958
Recreation & leisure	17,648	-	-	-	17,648	16,699
Rehabilitative training	6,678	-	-	-	6,678	12,466
Leasing of equipment	3,568	-	-	-	3,568	2,308
Insurance	2,556	-	-	-	2,556	1,823
I.C.T.	-	-	1,984	-	1,984	66,527
Bank interest & charges	332	135	70	-	537	401
Miscellaneous *	90,942	-	-	(248,007)	(157,065)	36,675
<b>Total</b>	<b>28,769,009</b>	<b>276,647</b>	<b>1,330,366</b>	<b>433,277</b>	<b>30,809,299</b>	<b>26,648,052</b>

\*Miscellaneous includes the profit on disposal of a Property in the year.

## 6. Support costs

	Services and supports 2022 €	Housing 2022 €	Total 2022 €	Total 2021 €
Wages	2,324,950	10,834	2,335,784	2,027,271
I.C.T.	290,962	1,356	292,318	248,630
Professional & legal fees	135,016	629	135,645	142,679
Insurance	78,084	364	78,448	68,451
Memberships and Subscriptions	57,295	267	57,562	61,624
Rent & rates	48,972	228	49,200	49,066
Repairs & maintenance	48,506	226	48,732	49,179
Material costs	48,096	224	48,320	62,569
Training & development	45,670	213	45,883	53,579
Print, post & stationery	20,302	95	20,397	19,764
Telephone	16,470	77	16,547	11,617
Light & heat	15,721	73	15,794	13,447
Travel - national	11,671	54	11,725	8,540
Catering & housekeeping	9,227	43	9,270	8,968
Miscellaneous	7,905	37	7,942	5,277
Transport costs - national	3,949	18	3,967	8,275
Bank interest & charges	3,183	15	3,198	3,450
Depreciation	1,338	6	1,344	1,344
Leasing of equipment	97	-	97	217
<b>Total</b>	<b>3,167,414</b>	<b>14,759</b>	<b>3,182,173</b>	<b>2,843,947</b>

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

## 6.1 Governance costs

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

	2022	2021
	€	€
Memberships and Subscriptions	77,058	86,582
Auditors fees	11,070	10,455
Professional & legal fees	171,733	145,577
<b>Total</b>	<b>259,861</b>	<b>242,614</b>

## 6.2 Raising Funds

KARE incurred no direct costs relating to raising funds in 2022 or 2021. We expect to incur costs in 2023 once the fundraising strategy is commenced.

## 7. Analysis of Expenditure by expenditure type

	Staff costs	Depreciation	Other costs	Total	Total
	2022	2022	2022	2022	2021
	€	€	€	€	€
Services and supports	27,431,349	6,620	4,498,454	31,936,423	27,223,569
Housing	10,834	1,859	278,713	291,406	272,367
Training initiatives	1,253,025	-	77,341	1,330,366	1,343,163
Capital	-	681,284	(248,007)	433,277	652,900
<b>Total - Charitable activities</b>	<b>28,695,208</b>	<b>689,763</b>	<b>4,606,501</b>	<b>33,991,472</b>	<b>29,491,999</b>

## 8. Net income/(expenditure)

This is stated after charging / (crediting):

	2022	2021
	€	€
Depreciation of tangible fixed assets	689,763	664,296
(Profit)/loss on disposal of fixed assets	(183,757)	(600)
Operating leases - vehicles	84,854	22,594
Operating leases - rent	416,100	331,788

## 9. Auditors' remuneration

	2022	2021
	€	€
Fees payable for annual audit	11,070	10,455

## 10. 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.

## 11. Staff costs

	2022	2021
	€	€
Wages and salaries	24,680,976	21,568,894
Employers PRSI	2,477,123	2,233,010
Pension costs	1,536,231	1,389,999
Non payroll costs - agency staff	878	-
<b>Total</b>	<b>28,695,208</b>	<b>25,191,903</b>

<b>Employee numbers</b>	2022	2021
	No.	No.
Management and administration	40	39
Support services	429	406
Nursing staff	28	30
Paramedical staff	26	27
Maintenance staff	2	2
<b>Total</b>	<b>525</b>	<b>504</b>

<b>Analysis of salary bands</b>	2022	2021
	No.	No.
Between €60,001 - €70,000	46	27
Between €70,001 - €80,000	7	4
Between €80,001 - €90,000	5	3
Between €90,001 - €100,000	2	3

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 €621,079. The remuneration of the Chief Executive Officer in the year totalled €94,729 in gross pay and €6,631 in company pension contributions.

## 12. Interest

	2022	2021
	€	€
Bank charges	<u>3,735</u>	<u>3,851</u>

## 13. Tangible fixed assets

	Buildings	Fixtures & Fittings	ICT	Motor Vehicles	Total
	€	€	€	€	€
<b>Cost</b>					
At 1 January 2022	21,012,846	854,090	633,964	1,285,302	23,786,202
Additions	818,666	33,364	7,299	286,540	1,145,869
Disposals	(268,240)	(26,084)	-	(32,000)	(326,324)
At 31 December 2022	<u>21,563,272</u>	<u>861,370</u>	<u>641,263</u>	<u>1,539,842</u>	<u>24,605,747</u>
<b>Accumulated Depreciation</b>					
At 1 January 2022	6,658,001	808,305	621,014	1,032,085	9,119,405
Depreciation	522,941	20,944	5,756	140,122	689,763
Disposals	(123,294)	(26,084)	-	(25,600)	(174,978)
At 31 December 2022	<u>7,057,648</u>	<u>803,165</u>	<u>626,770</u>	<u>1,146,607</u>	<u>9,634,190</u>
<b>Net Book Value</b>					
At 31 December 2021	<u>14,354,845</u>	<u>45,785</u>	<u>12,950</u>	<u>253,217</u>	<u>14,666,797</u>
At 31 December 2022	<u>14,505,624</u>	<u>58,205</u>	<u>14,493</u>	<u>393,235</u>	<u>14,971,557</u>

A first legal charge in the amount of €3,472,174 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. Where the Grantor has requested a Grant agreement to be signed, KARE has done so to protect the State's interest.

The Directors have considered the value of fixed assets as at the 31 December 2022 and are satisfied there is no impairment required in 2022. (2021: Nil).

## 14. Debtors

	2022	2021
	€	€
Trade debtors	4,038,773	2,699,441
Work in progress	95,415	75,884
Prepayments and other	97,431	75,635
<b>Total</b>	<u>4,231,619</u>	<u>2,850,960</u>



## 15. Bank and Cash

	2022	2021
	€	€
Donations and Fundraising Account	851,988	486,172
KARE Bank and cash	4,967,905	4,437,416
<b>Total</b>	<b>5,819,893</b>	<b>4,923,588</b>

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

## 16. Creditors: Amounts falling due within one year

	2022	2021
	€	€
Trade creditors	264,339	158,311
Accruals and other	3,646,592	2,337,802
Deferred Income	305,178	256,532
Payroll taxes	869,655	568,752
Value added tax	15,005	4,073
Other Creditors	803,386	736,065
<b>Total</b>	<b>5,904,155</b>	<b>4,061,535</b>

**Deferred Income:** 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 2021, was fully released to the Statement of Financial Activities in 2022.

## 17. Creditors: Amounts falling due after more than one year

	2022	2021
	€	€
Refurbishment fund	1,009,077	742,165
<b>Total</b>	<b>1,009,077</b>	<b>742,165</b>

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

## 18. Statement of funds

	Opening funds 2022 €	Income 2022 €	Expenditure 2022 €	Transfers 2022 €	Closing funds 2022 €
<b>Unrestricted</b>					
General funds	486,171	40,396		325,419	851,986
<b>Restricted funds</b>					
Services and supports	34,757	32,434,931	(31,936,423)	(491,302)	41,963
Housing	(19,288)	219,225	(291,406)	79,572	(11,897)
Training initiatives	1	1,330,365	(1,330,366)	-	-
Capital	17,136,004	438,747	(433,277)	86,311	17,227,785
<b>Total</b>	<b>17,637,645</b>	<b>34,463,664</b>	<b>(33,991,472)</b>	<b>-</b>	<b>18,109,837</b>

### Unrestricted Funds

Included in Unrestricted funds is amounts designated by the Board of €377,728 (2021: €318,566). These funds are predominantly designated for capital 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. A legacy deficit of €11,897 remains on the fund which will be kept under review in 2023.

### 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.

## 19. Analysis of net assets between funds

	Unrestricted funds 2022 €	Restricted funds 2022 €	Total funds 2022 €	Total funds 2021 €
Tangible fixed assets	-	14,971,557	14,971,557	14,666,797
Current assets	851,986	9,199,526	10,051,512	7,774,548
Current liabilities	-	(5,904,155)	(5,904,155)	(4,061,535)
Creditors over one year	-	(1,009,077)	(1,009,077)	(742,165)
<b>Total</b>	<b>851,986</b>	<b>17,257,851</b>	<b>18,109,837</b>	<b>17,637,645</b>

## 20. Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	€	€
<b>Net (expenditure) / income in the year</b>	<u>472,192</u>	<u>2,575,581</u>
Adjust for:		
Depreciation	689,763	664,296
(Increase) / decrease in debtors	(1,380,659)	1,350,980
Increase in creditors	2,109,532	817,923
Profit on disposal of Fixed Assets	(183,757)	-
<b>Net cash provided by operating activities</b>	<u><b>1,707,071</b></u>	<u><b>5,408,780</b></u>

## 21. Operating lease commitments

At 31 December 2022 the total future minimum lease payments under non-cancellable operating leases was:

	2022	2021
	€	€
Within one year	399,482	318,969
Between two and five years	811,923	624,736
Over five years	<u>1,863,533</u>	<u>1,973,533</u>
	<u><b>3,074,938</b></u>	<u><b>2,917,238</b></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

There are no Capital Commitments entered into before the 31 December 2022 not completed (2021: €Nil).

## 25. Comparative Figures

Comparative figures in the Statement of Financial Activities have been restated for 2021 following a review of how receipts from the Department of Social Protection under the Illness Benefit Scheme were historically recorded. In 2022, receipts from the scheme are offset / credited against wages and salaries. In previous years these were recorded as income. As a result income for 2021 has reduced by €251,960 with a corresponding reduction in the wages and salaries costs.

## 26. 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	Purpose / Restriction	Amount in SOFA	Term of the Grant	Total Grant	Amount		Reporting policies
					Received 2021	(Deferred) / Due	
<b>Health Service Executive</b>							
HSE Kildare West Wicklow	Service Provision	26,196,336	Annual	26,196,336	23,761,734	2,434,602	Reported as agreed in SA
HSE Midland	Service Provision	323,383	Annual	323,383	323,383	-	Reported as agreed in SA
HSE Dublin North East	Service Provision	25,394	Annual	25,394	25,394	-	Reported as agreed in SA
HSE Dublin South East/Wicklow	Service Provision	638,804	Annual	638,804	535,244	103,560	Reported as agreed in SA
HSE South Eastern	Service Provision	152,107	Annual	152,107	152,107	-	Reported as agreed in SA
Special HSE service requests	Service Provision	3,783,886	Ongoing	3,783,886	2,976,724	807,162	Invoiced as utilised
HSE Rehabilitative Training	Service Provision	354,227	Annual	354,227	303,121	51,106	Based on attendance
<b>Department of Education and Science</b>							
Department of Education - Bus Escorts	Service Provision	472,996	Annual	472,996	472,996	-	Reported as Claimed
Department of Education - VTC	Service Provision	228,362	Annual	228,362	208,317	20,045	Reported as agreed annually
Department of Education - Ancillary	Schools Ancillary	90,603	Annual	90,603	59,372	31,231	Reported as agreed annually
Department of Education - School Building	Capital	77,571	Ongoing	77,571	77,571	-	Reported as received
<b>Department of Social Protection</b>							
Community Employment Schemes	Training Schemes	1,243,133	Annual	1,243,133	1,183,870	59,263	Reported as per contracts
Social Welfare Income	Social Welfare Income	-	Ongoing	-	-	-	Reported as received
<b>Education and Training Boards</b>							
Local Training Initiatives	Training Schemes	87,233	Annual	87,233	78,093	9,140	Reported as per contracts
<b>Kildare County Council</b>							
Creative Communities Award	Service Provision	2,000	Once off	2,000	2,000	-	Reported as receivable
Kildare County Council Sports Grant	Service Provision	900	Once off	900	900	-	Reported as receivable
Capital Assistance Scheme	Capital	361,176	Once off	361,176	174,916	186,260	Reported as receivable
Disability Participation and Awareness Fund	Service Provision	51,013	Once off	51,013	67,800	-	16,787
<b>Miscellaneous</b>							
Sale of Property	Capital	-	Once off	-	-	335,104	Reported as Profit on Disposal
Special Olympics Club Grant Scheme	Service Provision	2,500	Once off	2,500	2,500	-	Reported as receivable
Rethink Ireland Social Enterprise Fund	Service Provision	7,500	Once off	7,500	7,500	-	Reported as receivable
Rental Income	Service Provision	222,195	Ongoing	222,195	222,043	152	Reported as receivable
Client Contributions	Service Provision	68,964	Ongoing	68,964	66,814	2,150	Reported as receivable
Miscellaneous Contributions	Service Provision	32,985	Ongoing	32,985	17,200	15,785	Reported as receivable
<b>Total</b>		<b>34,423,268</b>		<b>34,423,268</b>	<b>30,719,598</b>	<b>3,733,595</b>	

## 27. Approval of financial statements

The financial statements for the year ended 31 December 2022 were approved and adopted by the Directors on 30th May 2023.



# Appendices

## St Anne's Special School

### Accountant's Report FINANCIAL ACCOUNTS

### ABRIDGED VERSION

For the Year September 1, 2021 TO August 31, 2022

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#### St Anne's Special School

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<b>St Anne's Special School General Information</b>	
School Name	St Anne's Special School
School Address	Ballymany Cross The Curragh Co. Kildare R36 VH67 19277B
Roll Number	20009700
RCN Number	72
Pupil Enrolment for the Year	
Patron	Name KARE Central Services
	Address Newbridge Industrial Estate Newbridge Co Kildare W12 Y497
Trustee (where applicable)	Name N/A
	Address
Accountant	Name Katherine Tully & Co
	Address "Belle Ombre" Burgage Moyle Blessington Co. Wicklow W91 TK53
Bankers	Name Bank of Ireland
	Address Main Street Newbridge Co. Kildare W12 A003

**St Anne's Special School  
BOARD OF MANAGEMENT REPORT  
FOR THE YEAR ENDED 31st AUGUST 2022**  
The Boards presents its report and financial statements for the year ended 31st August 2022

- Objectives and Activities;**  
The principal activity of the school was to provide education in the context of the ethos of a Primary School in accordance with the founding intention, as articulated by the Patron.
- Achievements and Performances;**  
The level of activity for the year and the financial position were satisfactory. The Board expects that the level of activity will be sustained for the foreseeable future.
- Financial Review and Responsibility for Finances;**  
Section 18 of the Education Act requires the board to keep all proper and usual accounts and records of all monies received by it or expenditure incurred by it, and to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the school, and of the surplus or deficit of the school for that year. In preparing them the board is required to:
  - Select suitable accounting policies and apply them consistently
  - Make adjustments and estimates that are reasonable and prudent
  - Prepare the financial statement on a "going concern basis" unless it is inappropriate to presume that the school will continue to operate.

The board is responsible for keeping proper accounts, which disclose with reasonable accuracy at any time the financial position of the school and to ensure that the financial statements comply with the Education Act 1998. They are also responsible for safeguarding the assets of the school and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

At year end, annual accounts are submitted to the FSSU.

- Structure, Governance and Management;**  
The measures taken by the Board to ensure compliance with the requirements of the Governance Manual 2019-2023 and the Education Act 1998, regarding proper books of account, are the implementation of necessary 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. The books of account of the school are maintained at the school premises.
- Reference and Administrative details;**  
The Board of Management maintain records in compliance with the Primary School Guidelines 2019-2023 and the Education Act 1998.

**Names of Board Members:**

**Chairperson (Patron Nominee):** Catherine Moymlhan  
**Treasurer:** Teresa Donohoe appointed 21st October 2021  
**Parents Nominee:** Martha Dolan, Ethne Hourihan appointed 22nd March 2022  
**Parents Nominee:** Adrian Croft  
**Community Nominee:** Anne Doyle  
**Community Nominee:** Ger Keesley, Wally Freyne appointed 22nd March 2022  
**Principal (Teacher Nominee):** Pauline Dempsey, Adeline Wall appointed 31/08/2022  
**Teacher Nominee:** Aine Fingleton

On behalf of the Board;

Catherine Reynolds  
Chairperson  
Date:

Shelvia Donahoe  
Board Member  
Date: 2/21/2023

**ACCOUNTANT'S REPORT ON THE ACCOUNTS TO THE BOARD  
OF ST ANNE'S SPECIAL SCHOOL**  
for the year ended 31 August 2022

We have compiled the financial information for St Anne's School from the accounting records, information and explanations supplied to us.  
The financial information has been compiled in line with Section 18 of the Education Act, 1998. This report is made to you in accordance with the terms of our engagement. Our work has been undertaken so that we might compile the financial information that we have been engaged to compile, report to you that we have done so, and state those matters that we have agreed to state to you in this report and for no other purpose. To the fullest extent permissible by law, we do not accept or assume responsibility to anyone other than the Board of Management of St Anne's School for our work or for this report.

We have carried out this engagement in accordance with the Rules of Professional Conduct and the ethical guidelines laid down by.

You have approved the financial information for the school year ended 31 August 2022 and have acknowledged your responsibility for it, the appropriateness of the accounting basis and for providing all information and explanations necessary for its compilation.

We have not been instructed to carry out an audit. For this reason, we have not verified the accuracy or completeness of the accounting records or information or explanations you have given us and we do not, therefore, express any opinion on the financial information.

Katherine Tully  
**KATHERINE TULLY & CO.**  
"Belle Ombre"  
Burgage Moyle  
Blessington  
Co. Wicklow  
W91 TK53

Date: 27/02/2023

St Anne's Special School

	August 31, 2022	
	Actual	Actual
	2021/2022	2020/2021
Total Income	1,287,922.00	771,722.00
Total Expenditure	1,276,388.00	824,579.00
Surplus / Deficit	11,534.00	-52,857.00
Opening Balance	-14,441.00	38,416.00
Closing Balance	-2,907.00	-14,441.00

On behalf of the board;

Catherine Heywood  
Chairperson  
23/02/2023  
Date

Joseph Forde  
Board Member

St Anne's Special School

Balance Sheet as at	August 31,	2022	Actual	Actual
	2021/2022	2020/2021		
<b>1. Fixed Assets</b>	Note 2			
Fixtures and Fittings		1,365,669.00		1,690,566.00
ICT Infrastructure		0.00		0.00
Capital Other		13,260.00		26,520.00
Total Fixed Assets		1,378,929.00		1,717,086.00
<b>2. Current Assets</b>	Note 3			
Debtors and prepaid expenses		0.00		9,440.00
Cash at bank and in hand		615,403.00		613,770.00
Total Current Assets		615,403.00		623,210.00
<b>3. Current Liabilities</b>	Note 4			
Creditors and accrued expenses		672,170.00		672,007.00
<b>4. Long Term Liabilities</b>				
Long Term Loan		0.00		0.00
Assets less Liabilities		1,322,162.00		1,668,289.00
Capital and Reserves				
<b>5. Contribution towards the Cost of Fixed Assets</b>	Note 5,6			
		1,325,069.00		1,682,730.00
<b>6. Current Period Surplus/Deficit on Income and Expenditure Account</b>				
		11,534.00		-52,857.00
<b>7. Prior Periods Surplus/Deficit on Income and Expenditure Account</b>				
		-14,441.00		38,416.00
Total Capital and Reserves		1,322,162.00		1,668,289.00

On behalf of the board;

Catherine Heywood  
Chairperson  
23/02/2023  
Date

Joseph Forde  
Board Member



**St Mark's School**  
**Board of Management Report**  
**and Financial Statements**  
**for the financial year ended 31 August 2022**  
**ABRIDGED VERSION**

**McMahon Auditors & Accountants Limited**  
**Certified Public Accountants and Statutory Audit Firm**  
**9-10 Academy Court**  
**Academy Street**  
**Kildare Town**  
**Co. Kildare**  
**Ireland**

**St. Mark's School**  
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**St. Mark's School  
GENERAL INFORMATION**

School Name: St. Mark's School  
 School Address: Piercetown, Newbridge, Co. Kildare  
 Roll Number: 19455W  
 Registered Charity Number: 20140311  
 Student enrolment for the financial year: 93

**Board of Management**  
 Chairperson: Noeleen Burke  
 Principal: Ross Dignam  
 Teacher Nominee: Rob Thompson  
 Parent Nominee: Amanda Cahir-O'Donnell  
 Treasurer: Gearoid Brennan  
 Patron Nominee: Sean Hourhane  
 Community Representative: Martin Jordan  
 Lorna Tyrrell

**Accountants**  
 McMahon Auditors & Accountants Limited  
 Certified Public Accountants and Statutory Audit Firm  
 9-10 Academy Court  
 Kildare Town  
 Co Kildare  
 Ireland

**Bankers**  
 Bank of Ireland  
 Edward Street  
 Newbridge  
 Co. Kildare

**St. Mark's School  
BOARD OF MANAGEMENT REPORT  
for the financial year ended 31 August 2022**

The Board of Management presents its report and financial statements for the financial year ended 31 August 2022.

**Results**

The results for the financial year and the school's financial position at the end of the financial year are shown in the attached financial statements.

**Board of Management**

The board members who served the school during the financial year were as follows:

**Chairperson:** Noeleen Burke  
**Principal:** Ross Dignam  
**Teacher Nominees:** Rob Thompson  
**Parent Nominees:** Amanda Cahir-O'Donnell  
**Treasurer:** Gearoid Brennan  
**Patron Nominee:** Sean Hourhane  
**Community Representative:** Martin Jordan  
 Lorna Tyrrell

**Health and Safety of Students and Staff**

The school has adopted a safety statement in accordance with legislation.

**Books of Accounts**

The measures taken by the BOARD to ensure compliance with the requirements of the Articles of Management and the Education Act, 1998, regarding proper books of account, are the implementation of necessary 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. The books of account of the school are maintained at the school premises.

**Board of Management Responsibilities**

Section 18 of the Education Act requires the board to keep all proper and usual accounts and records of all monies received by it, or expenditure incurred by it and to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the school and of the surplus or deficit of the school for that period. In preparing the financial statements the board is required to:

- select suitable accounting policies and apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the school will continue to operate.

The Board of Management is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the school and to enable them to ensure that the financial statements comply with the Education Act, 1998. They are also responsible for safekeeping the assets of the school and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Board of Management on 7 February 2023 and signed on its behalf by:

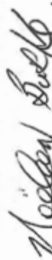
*Noeleen Burke*  
 Noeleen Burke  
 Chairperson

*Ross Dignam*  
 Ross Dignam  
 Principal

**St. Mark's School**  
**BOARD OF MANAGEMENT REPORT**  
for the financial year ended 31 August 2022

The Board of Management is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the school and to ensure that the financial statements comply with the Education Act, 1998. They are also responsible for safeguarding the assets of the school and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Board of Management on 7 February 2023 and signed on its behalf by:



Noileen Burke  
Chairperson



Rosa Dignam  
Principal

**St. Mark's School**  
**CERTIFIED PUBLIC ACCOUNTANTS' REPORT TO THE BOARD OF**  
**MANAGEMENT OF ST. MARK'S SCHOOL**  
for the financial year ended 31 August 2022

We have compiled the financial statements for St. Mark's School from the accounting records, information and explanations supplied to us.

The financial information has been compiled on the basis set out in note 1 to the financial statements.

This report is made to you in accordance with the terms of our engagement. Our work has been undertaken so that we might compile the financial information that we have been engaged to compile, report to you that we have done so, and state those matters that we have agreed to state in this report and for no other purpose. To the fullest extent permissible by law, we do not accept or assume responsibility to anyone other than the Board of Management of St. Mark's School for our work or for this report.

We have carried out this engagement in accordance with the Rules of Professional Conduct and the ethical guidelines laid down by the Institute of Certified Public Accountants in Ireland.

You have approved the financial statements for the financial year ended 31 August 2022 and have acknowledged your responsibility for it, the appropriateness of the accounting basis and for providing all information and explanations necessary for its compilation.

We have not been instructed to carry out an audit. For this reason we have not verified the accuracy or completeness of the accounting records or information or explanations you have given us and we do not, therefore, express any opinion on the financial statements.

**MCMAHON AUDITORS & ACCOUNTANTS LIMITED**  
Certified Public Accountants and Statutory Audit Firm  
9-10 Academy Court  
Academy Street  
Kildare Town  
Co. Kildare

7 February 2023

**St. Mark's School**  
**INCOME & EXPENDITURE ACCOUNT**  
 for the financial year ended 31 August 2022

	2022 €	2021 €
<b>Income</b>		
Total Income	368,906	367,407
<b>Expenditure</b>		
Total School Expenditure	(324,487)	(281,843)
Operating Surplus	45,419	85,564
Opening balance brought forward	247,941	177,689
Closing balance carried forward	293,360	247,941

Approved by the Board of Management on 7 February 2023 and signed on its behalf by:

*Noeleen Burke*  
 Noeleen Burke  
 Chairperson

*Ross Dignam*  
 Ross Dignam  
 Principal

**St. Mark's School**  
**BALANCE SHEET**  
 as at 31 August 2022

	Notes	2022 €	2021 €
<b>Fixed Assets</b>			
Tangible assets	2	25,284	23,088
<b>Current Assets</b>			
Debtors and prepaid expenses	3	9,548	10,127
Cash at bank and in hand		349,200	292,340
		358,748	302,467
<b>Creditors and accrued expenses</b>	4	(74,304)	(61,246)
<b>Net Current Assets</b>		284,444	241,221
<b>Total Assets Less Current Liabilities</b>		309,728	294,309
<b>Financed By:</b>			
Contribution towards the cost of fixed assets	5	16,368	16,368
<b>Surplus on Income &amp; Expenditure Account</b>		293,360	247,941
		309,728	264,309

Approved by the Board of Management on 7 February 2023 and signed on its behalf by:

*Noeleen Burke*  
 Noeleen Burke  
 Chairperson

*Ross Dignam*  
 Ross Dignam  
 Principal



## Happy Retirement

John Ryan  
Pauline Balfe Murtagh  
Mary Aston  
John Aston  
Kathleen Langton  
Josephine Keogh  
Jean Fitzgerald  
Carol Gavin  
Ella Mahon  
Margaret O'Brien

# KARE

Founded in 1967

Promoting Inclusion for People with Intellectual Disabilities

Telephone: 045-448700  
International: +353-45-448700  
Facsimile: 045-448798  
E-mail: kare@kare.ie  
Website: www.kare.ie

Newbridge Industrial Estate  
Newbridge  
Co. Kildare  
Ireland  
W12 Y497

15th December 2022

To all our KARE colleagues,

As the year draws to a close, the Board of Directors of the organisation would like to once again acknowledge the hard work and dedication of each of you.

Whilst our Covid challenges may have been less this year than in previous years, 2022 marked a year with significant staffing shortages at all levels of the organisation. We are very aware of the gaps this presented in services across our frontline, clinical, and all other support services, and the impact this had on the people we support, their families and on all of you who worked tirelessly to minimise disruption to services on all fronts. Nevertheless, we have maintained all existing levels of service whilst continuing to grow and evolve in many areas. We met our commitments to our stakeholders because each of you has fulfilled your role with care, skill and dedication. We are aware of the outstanding efforts and professionalism shown by all of you in very challenging times.

We enjoyed success in many areas, with good progress being made in realising our strategic priorities through many of our strategic plan projects. The innovative and exciting work being done as part of this is a constant reminder of the enthusiasm, creativity and openness demonstrated within the organisation. This year saw us launch our new values as part of the strategic plan.

As a mark of our gratitude, please find enclosed a small gift as a token of our appreciation. The contribution made by each of you is highly valued. Let's look forward together to a new year with optimism, possibilities and hope.

Wishing you and your families a happy and healthy Christmas and New Year.

Kind regards and many thanks,



Deirdre Murphy  
Chief Executive Officer



Emily Blennerhassett  
Chairperson of KARE Board of Directors



Registered Office: KARE, Newbridge Industrial Estate, Newbridge, Co. Kildare, Ireland.  
A Company Limited by Guarantee Registered in Dublin No: 48017 Registered Charity No. 5907

Directors: E. Blennerhassett, R. Bolster, M. Quinn, J. Weldon, T. Lambert, G. O'Shea, N. Merrick, M. Behan, B. Murray, J. Dalton & G. O'Hara.



Recognised for excellence  
5 star - 2016





## KARE

Newbridge Industrial Estate  
Newbridge, Co. Kildare W12 Y497

Tel: 045-448700

E-mail: [kare@kare.ie](mailto:kare@kare.ie)

Website: [www.kare.ie](http://www.kare.ie)



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Revenue Charity No. CHY 5907 Registered Charity Number CRA No. 20009700