

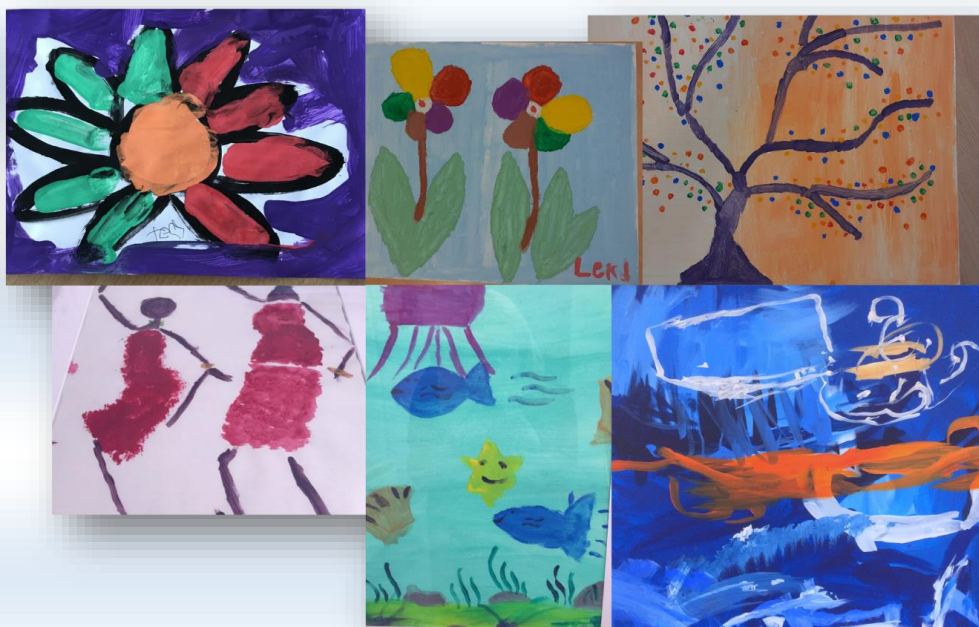
KARE

Promoting Inclusion for People with Intellectual Disabilities

STRATEGIC PLAN

INCLUSION – INNOVATION – INSPIRATION

2021 – 2025



Joint Foreword from the Chair and CEO

KARE is very pleased to be launching this Strategic Plan which will guide the direction of the organisation over the next five years.

The development of this plan was delayed during 2020 as KARE was responding to the global pandemic. At the time of finalising this plan, the country was in the midst of a second Covid -19 lockdown. KARE was also in the process of re-opening all of its supports. There is no doubt that we are in a different space, and the impact of Covid will be felt for a long time to come. However, it is at times like this when faced with the greatest of challenges, the importance of having a clear focus across the entire organisation becomes even more essential. The necessity to harness the opportunities which are presenting, helps us shape the responsive and flexible workforce of the future we require, to meet the changing needs of the people we support.

There has been immense learning for KARE in relation to the model of services that can be brought to our strategic work as we look to the future. Technology has been embraced in new and innovative ways across the organisation, which has supported connections and inclusion between staff and people we support. The way in which training has been developed has been reformed. The key governance activities of the organisation have all continued being supported by technology. Staff have worked in new and different ways, demonstrating their adaptability and flexibility and genuine commitment to ensuring person centred services are at the heart of all we do. The move towards less of a reliance on physical buildings and greater use of the community brings with it huge potential for wider and more meaningful community engagement has become more relevant now than ever before.

We look forward with excitement to going on this strategic journey together to achieve our collective desires for the future of KARE over the next five years.



**Chairperson
of KARE
Board of
Directors**

Sean Bignall



**Chief
Executive
Officer**

Deirdre Murphy

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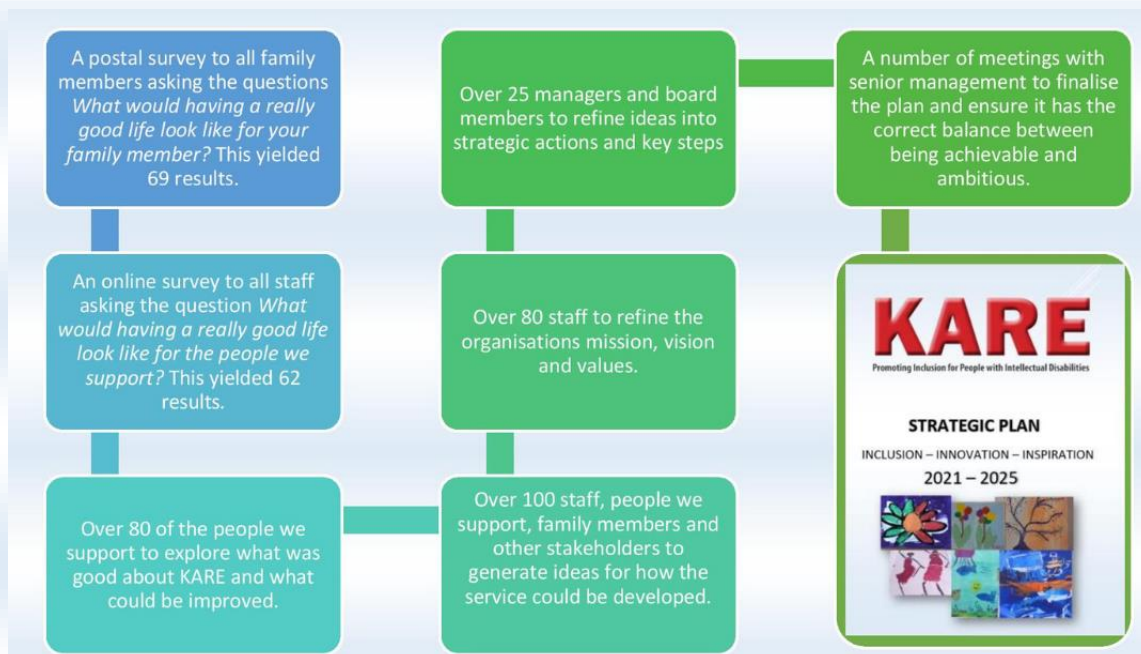
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Introduction



This plan outlines how KARE intends to develop its service over the next five years. The plan was developed collaboratively with the people we support, family members, our staff, management, the KARE board, and also included input from partner agencies such as the HSE.

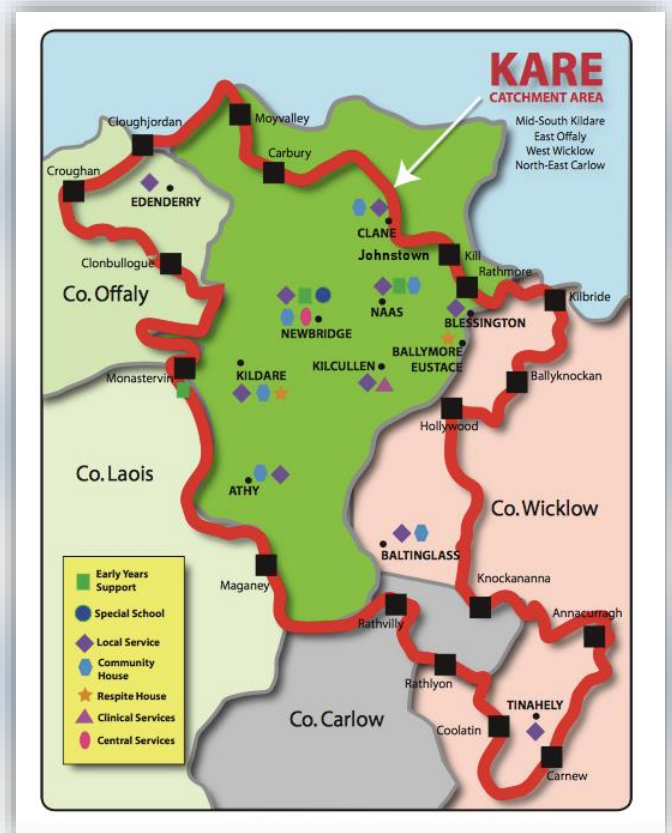
This included the following consultative processes:



This plan sets out what all these groups decided would best support people with disabilities and their families who use the supports on offer now and potentially will over the coming five years. The plan aims to be ambitious, but achievable.

Who we are and 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 now has a wide range of community-based supports available to children and adults with an intellectual disability, including day, residential and short breaks services. In addition to this 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. Children attend the specialist pre-school, Curragh Grange, or are supported to attend their local mainstream preschool. Curragh Grange is a registered Preschool with the Tusla Early Years inspectorate.



KARE is lead agency for the South Kildare Children's Disability Network Team. This team, together with its 5 partner organisations, provides interdisciplinary support services to children aged 0-18

years who present with needs identified as complex. They work in partnership with families, school/outside agencies to develop and implement integrated intervention programmes



Adults

KARE supports adults registered with its service in a wide range of activities including employment, sports and leisure, lifelong learning, health and wellbeing activities and many other areas of interest to individuals. Supports are delivered through our network of 13 Local Services and our Outreach Service.

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. 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.



Supports in the areas of Physiotherapy, Speech and Language Therapy, Social Work, Psychology, Behaviour Support and Occupational Therapy are available to adults through the KARE's Clinical Supports Service.

KARE is a Tier 2 – Approved Housing Body managing 19 properties through its Housing Committee and Facilities Department, all of which 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.

Short Breaks (Respite) Services

KARE's Short Breaks (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 2 short breaks houses and alternative short breaks, which are provided through Saturday Clubs and Summer Camps for children and planned weekend activities / day activities for adults. Share a Break offers the opportunity for respite by staying with another family.



“ I think a good life means equality for all.
Everybody is entitled to the same life we all
enjoy. Feeling valued and useful ”

Our Mission, Vision and Values

As part of the consultation process around developing this plan, the mission, vision and values of the organisation were discussed in various forums and were refreshed to reflect the collective current beliefs of all stakeholders.





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.

An Overview of 3 Strategic Priorities and 14 Goals

STRATEGIC PRIORITY 1

Further Develop Individualised Supports to Meet the needs of the People we support as Effectively as Possible

“
Sean just wants to be secure in his environment and well looked after.
”

KARE believes the best way of supporting people is through an individualised approach, across all the areas of life, including Health and Wellbeing, Finance, Relationships, Fun and Leisure, Formal Education, Work and Career. We recognise that if we continue to get this right, outcomes for people will improve.

This Individualised planning approach underpins all the 6 goals set out below in this strategic priority.

1. Fully roll-out the KARE individualised planning approach across the organisation in order to improve quality of life for the people we support.
2. Expand and further develop the supported employment programme to enable people with significant support needs get and keep jobs.
3. Develop a creative community engagement model so that the people we support can develop meaningful relationships.
4. Develop a transport strategy and identify innovative ways to extend transport options to increase people's ability to get to where they want to go.
5. Develop a comprehensive prioritised property plan to ensure that KARE's places and spaces best meet the current and future needs of the people we support.
6. Support innovation in housing provision, in partnership with expert bodies, in order to increase the range of housing options available to the people we support.

STRATEGIC PRIORITY 2

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



KARE services from its inception in 1967 focussed on the development of services for children. This has continued to grow through inclusive models of mainstream preschool support, specialist preschool, support to inclusive and specialist educational models, More recently we have been at the forefront of national improvement model of Progressing Disability Services

for children (PDS) and alternative models of respite service developments for children and young people.



We are committed to the rights of children and young people, and recognise their evolving capacities to become more independent, self-advocating and a full participant in their own lives.

7. Identify the best way to provide evidence-based respite to children and young people.
8. Fully implement the model of Progressing Disability Services (PDS) in South Kildare West Wicklow, ensuring KARE is effectively performing its role of lead agency for the South Kildare West Wicklow Children's Disability Network Team.
9. Establish a cross departmental working group within KARE to oversee a multi-strand action project to better meet the needs of 18 – 30-year olds.

STRATEGIC PRIORITY 3

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

KARE acknowledges the need to continuously review how it carries out its core activities to ensure that services provided are of the highest quality. KARE has grown continuously since its humble beginnings and the way in which things are done has changed dramatically over the life of the organisation.

Now is a good time to look at how we attract fundraising and how we structure the organisation to maximise the benefit for the people who use our services whilst supporting staff and ensuring that they develop and grow in their roles

10. Develop a fundraising strategy to reignite KARE's fundraising potential.
11. Review existing structures and systems and identify ways to work more effectively.
12. Develop a new communications strategy so that the people who care about KARE have the information they need when they need it.
13. Support staff to develop and progress in their roles.
14. Establish a way for families to meaningfully engage with KARE.



Priority
1

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

1. Fully roll-out the KARE individualised planning approach across the organisation in order to improve quality of life for the people we support.

Rationale

KARE wants to build on the work which has already been done across the organisation in relation to individualised planning. KARE utilises specific Planners, who work with one person at a time, based on their unique attributes, wishes and needs, to make a plan and identify the supports required.

“Having a good life, for anyone, I think means they get to contribute. Whether it be socially, emotionally or financially. To be missed if you weren't there. To feel needed and wanted.”



KARE is part of a national group looking at this area within the New Directions Framework and has a number of people trained as specific planners, whose role it is to develop an individualised plan with the people we support. KARE believes this approach is the right one which works best for people, and which underpins all of the supports provided, and now wishes to roll it out across the entirety of the organisation

“
 I feel that in order to achieve a really good life
 service-users should
 receive individual supports
 that are tailored to their needs.
 ”

**Fully roll-out the KARE individualised planning approach across the organisation
 in order to improve quality of life for the people we support.**

Key Steps	What success will look like
1) Review KARE’s existing individualised planning policy and process to ensure it aligns with National Framework approach.	The people we support, and their families feel supported, empowered and their quality of life improves.
2) Develop I-plan (Individual. Plan. Liaise. Act. Note) training for staff at QQI (Quality and Qualifications Ireland) Level 6, which clarifies KARE’s approach to providing individualised planning and roll out to an agreed number of staff.	KARE has the right number of planners it needs across the organisation. All people supported have an individualised plan facilitated by a Planner which guides supports.
3) Ensure Quality of Life data is used to gather a baseline to measure impacts as well as inform service developments.	All planners possess a QQI Level 6 qualification to support a quality approach. Staff understand the individualised planning policy, feel supported and develop additional expertise through QQI Level 6 I-Plan training.

2. Expand and further develop the supported employment programme to enable people with significant support needs get and keep jobs.



Rationale

KARE has a long-established history in the area of supported employment. The impact that work provides for somebody with a disability cannot be overstated. Employment contributes to a sense of a valued social role, an equal place in their community and the opportunity to earn and contribute to

society. Currently we are sourcing customised employment opportunities at a rate of 49% for those who wish to secure employment.

We now wish to expand the model to ensure that those with higher support needs can access employment in the same way as those with less support needs.

“James has achieved a good deal of independence, but I would love him to get a job”

Expand and further develop the supported employment programme to enable people with significant support needs get and keep jobs.

Key Steps	What success will look like
1) Undertake research to include models of employment for individuals with higher support needs both nationally and internationally.	An increase in people with higher support needs finding employment.
2) Engage with all relevant stakeholders to create welcome and supportive employment environments for individuals with significant disabilities.	A measurable increase in engagement, confidence and independence.
3) Provide diversity training to businesses to increase their knowledge in the area of workplace diversity.	An increase in the range of organisations and businesses who are seen as exemplars in inclusive employment, through a partnership approach with KARE.
4) Review appropriate policies and processes, reflecting on research undertaken, to ensure we increase customised employment opportunities.	

3. Develop a creative community engagement model so that people we support can develop meaningful relationships.



“ I think the people we support need opportunity and choice. We need to support people to “do the things that make them happy” just like we all should do in our own lives. I think we all need to recognise that the people we work with may not have all the opportunities available to them and we need to ensure that this is not the case by promoting inclusion in communities ”

Rationale

KARE has a long history of supporting people to engage with the community. However, we heard during our consultation that we are still not doing enough. We heard that the people we support are lonely and would like us to support them to access the community in ways that work best for them.

<i>Develop a creative community engagement model so that people we support can develop meaningful relationships.</i>	
<p>Key Steps</p> <p>1) To progress this, we will undertake an action research initiative to uncover the best ways to create additional local community engagement ensuring people have opportunities to socialise and meet new people.</p> <p>This research initiative will:</p> <p>Explore opportunities for developing relationships with local organisations to develop a model of inclusion champions.</p> <p>Expand on existing options to develop friendships and personal relationships through a broader range of opportunities in the wider community.</p>	<p>What success will look like</p> <p>The people we support will have more opportunities for social connections.</p> <p>The people we support will experience a decrease in feelings of isolation.</p>

4. Develop a transport strategy and identify innovative ways to extend transport options to increase people's ability to get to where they want to go.

Rationale

Throughout the consultation process, the people we support highlighted the issues around transport. People told us that there are times they can't do the things they would like to do, because there is no transport available. This does not always mean KARE transport but refers to all transport solutions which may be available to people.



Develop a transport strategy and identify innovative ways to extend transport options to increase people's ability to get to where they want to go.

Key Steps	What success will look like
<p>1) Establish a review group to explore innovative means for improving transport options for the people we support.</p> <p>2) Develop a strategy for the options with the highest potential.</p>	<p>There is a greater range of transport options available, internal and external.</p> <p>The people we support report improved satisfaction in being able to get to where they want to go.</p>

5. Develop a comprehensive prioritised property plan to ensure that KARE's places and spaces best meet the current and future needs of the people we support.

“Strategic planning workshops with the participation of service users, families and staff are a great way of exchanging ideas”

Rationale

During the consultation process, the people we support told us that some of our buildings are too noisy. Some buildings and spaces need to be refurbished / refreshed to appropriately meet the needs of the people we support, and that they would like us to do more with the buildings.

In light of the current situation regarding Covid -19, and in recognition of the new normal we are now facing, KARE acknowledges the need to expand the original brief regarding our buildings to include the effective utilisation of all of our spaces.

<i>Develop a transport strategy and identify innovative ways to extend transport options to increase people's ability to get to where they want to go.</i>	
Key Steps	What success will look like
1) Audit current and future needs of the people who use our services in relation to all of our spaces.	KARE will have adequate spaces to meet all the needs of people who use our services now and into the future. Buildings will be fit for purpose, appropriately utilised and satisfactory for the people we support.
2) Identify current environmental, planning and social constraints.	
3) Carry out a gap analysis of KARE's spaces against the findings of the above.	
4) Develop and implement a 10-year prioritised, flexible and rolling plan to meet changing needs.	

6. Support innovation in housing provision, to increase the range of housing options available to the people we support.



“ A really good life would mean that service-users would live in a dwelling of their choosing with people that they wanted to live with. They would feel included in their community with an active and important role to play. ”

Rationale

The people who use KARE services need more choices on how they are supported to live outside the family home. The need for more housing options was clearly identified by families during the consultation process. This does not necessarily refer to 24 hr supports in a community house but refers to a range of housing supports and options.

<i>Support innovation in housing provision, to increase the range of housing options available to the people we support.</i>	
Key Steps	What success will look like
<p>1) Undertake a gap analysis of housing options. This involves researching how the people we support would like to live, the options currently available and good practice solutions to the identified gaps.</p> <p>2) Innovate and adapt services to support people to access these solutions.</p> <p>3) Influence local public and private stakeholders to advocate for solution-focused planning to provide greater housing options for the people we support.</p>	<p>More opportunities for the people we support to live outside of the family home.</p> <p>Increased housing options for the people we support that will best work for them..</p>

Priority
2

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

7. Identify the best way to provide evidence-based respite to children and young people.

Rationale

KARE provides a range of short breaks to children and their families, including residential respite, Saturday clubs, summer camps and Share a Break. We recognise that for most families this is not enough and may not always meet their needs. We are committed to working with children and their families, in partnership with the HSE, to explore what additional supports we may be able to provide. This strategic consultation identified that we need to grow our current range of respite supports available and explore models that may better meet the needs of the children and their families supported by KARE.

Identify the best way to provide evidence-based respite to children and young people.

Key Steps	What success will look like
1) Review international best practice on current models of respite supports for children and their families.	Children and their families will have an increased range of short break evidence-based options that are available to them.
2) Determine the potential for growing the current respite service and evaluate what measures are the most cost effective and successful in relation to increasing quality of life and reducing stress for families.	Learning from this action forms a comprehensive plan that can be translated to Adult respite service provision.
3) Adapt any relevant learning from this process to enhance KARE's Adult respite service provision.	

8. Progress the model of Progressing Disability Services (PDS) in South Kildare West Wicklow, ensuring KARE is effectively performing its role of lead agency for the South Kildare West Wicklow Children’s Disability Network Team.

Rationale

KARE was appointed lead agency for the South Kildare West Wicklow Children’s Disability Network Team in May 2019, giving KARE responsibility for the provision of services for children 0-18 with a complex disability. KARE recognises that further roll out of this national framework is currently ongoing by the HSE across the country. KARE is committed to ensuring that the governance of the team and its operations align to the national policy.

Identify the best way to provide evidence-based respite to children and young people.	
<p>Key Steps</p> <p>1) Progress implementation of the agreed collaborative governance and management model with the key stakeholders.</p> <p>2) Ensure team is operationally aligned with the national model and structures.</p> <p>3) Support continuous improvement as a key component of the service delivery model.</p> <p>4) Explore and develop all relevant opportunities for growth and development of the team.</p>	<p>What success will look like</p> <p>Children from 0 – 18 years with complex needs receive supports in their local area in a timely manner and experience demonstrable opportunities for greater inclusion, optimum function and participation in the environments that they are using.</p>

9. To oversee a multi-strand action project to better meet the needs of 18 – 30 year olds.



“ We also need to recognise that although providing opportunities is important we need to value choice. ”

Rationale

KARE has seen a year on year increase on the number of young people referred to adult supports.

We acknowledge that at times how our supports are structured doesn't always meet their needs as they transition into young adulthood.

Identify the best way to provide evidence-based respite to children and young people.	
<p>Key Steps</p> <ol style="list-style-type: none"> 1) Develop a working group to focus on the specific life stage of young people in KARE. This group will consider other models that successfully engage with young people, access to employment focusing on career development, a review of existing QQI training for this group, and will explore options for inter-agency learning forums through a third level partnership pilot project. 2) Identify the linkages with other key projects as part of the strategic development of KARE and ensure they are linked in working towards the one objective. 3) Engage with parents in new ways to ensure they are empowered to support young people's transitions. 	<p>What success will look like</p> <p>Young people aged 18 – 30 are supported to have more control regarding the achievement of their personal goals, relationships of value, opportunities to access education, employment and independent living options.</p>

Priority
3

Strengthen KARE as an Organisation to Ensure we are best placed to provide the Highest Quality Services

*10. Develop a fundraising strategy to reignite KARE's
fundraising potential*



Rationale

As the organisation ages and the profile of its supporters' changes and evolves, coupled with the decline in KARE branches in recent years, fundraising as an activity has decreased.

Experience to date has shown that there will be funding shortfalls in the cost of capital development projects as the cost of building increases by approximately 7% each year.

More can be done in the wider community to build on the KARE profile and utilise the goodwill and opportunities that already exist. There is a need to reinvigorate fundraising in a way that treats all donors, beneficiaries and the public with respect, honesty, openness and transparency while maintaining the reputation and good name of KARE.

The development of a comprehensive fundraising strategy is essential to ensuring the sustainability of our plans for the future whilst maintaining the high standards we expect of ourselves.

<i>Develop a fundraising strategy to reignite KARE's fundraising potential</i>	
Key Steps	What success will look like
1) Develop a mechanism for identifying grant funding opportunities and matching these to strategic and operational goals.	A published strategy and associated plans.
2) Engage professional support in the development of a funding strategy.	A measurable increase in funds raised year on year.
3) Ensure full implementation of the agreed strategy with adequate resourcing.	Clear processes and resources in place for fundraising.

11. Undertake a review of existing structures and systems and identify ways to work more effectively.

Rationale

The structures and processes (systems) in place for the past 15 years were successful in supporting the organisation to attain the levels of success it did. The new environment we are entering into demands an unprecedented level of flexibility and responsiveness. We believe it is now timely to explore how we organise our structures and systems in order to sustain these levels of success and ensure an effective and relevant future.

<i>Undertake a review of existing structures and systems and identify ways to work more effectively.</i>	
Key Steps	What success will look like
<p>Review all existing structures across the organisation.</p> <p>Review core existing processes to ensure that all key organisation. activities are aligned, relevant and that they reflect KARE’s changes and future plans.</p> <p>Determine what Information structures, mechanisms and systems are required to support our processes in an effective and efficient manner.</p> <p>Develop systems to ensure these are future proofed and that data sets can be optimally used to generate learning and meaningful information.</p>	<p>. KARE is seen by the people we support and their families, our staff and all stakeholders as a responsive, flexible, innovative organisation.</p> <p>KARE has a clear and proactive approach to data management informed by good practice.</p>

12. Develop and implement a new communications strategy so that the people who care about KARE have the information they need.

Rationale

KARE has a lot of people who are interested in our work – the people we support, their families, our staff, wider community, our funders and the Board. We want to make sure that everybody gets the information they need.

<i>Develop and implement a new communications strategy so that the people who care about KARE have the information they need.</i>	
<p>Key Steps</p> <ol style="list-style-type: none">1) Establish a multi-stakeholder communication working group.2) Undertake a gap analysis on existing communications with stakeholders to determine the key priorities for the organisation.3) Develop and implement a new communications strategy to include a multi-media approach to addressing the communication needs of the organisation.	<p>What success will look like</p> <p>Stakeholders feel that KARE communications are effective and engaging.</p>

13. Support staff to develop and progress in their roles



Rationale

KARE recognises that our staff are central to all that we do. We are committed to supporting our staff to develop in their roles and feel

“
 Support for staff is vital
 to the smooth running
 of the service
 ”

supported and empowered to make decisions that impact positively on the lives of the people we support. KARE recognises the importance of having a skilled workforce in order to achieve strategic and operational plans and is committed to providing an environment that is conducive to effective performance and promotes training opportunities for all staff. KARE as a QCI Centre provides nationally recognised progression opportunities to support our staff.

Support staff to develop and progress in their roles	
<p style="text-align: center;">Key Steps</p> <ol style="list-style-type: none"> 1) Map the organisations key activities and processes and the human resources required for these. 2) Review roles and responsibilities to ensure these reflect current work, and that staff skills are being used as effectively as possible. 3) Review opportunities available for all KARE staff through a blend of learning methods including, on the job learning/coaching, attending training courses, conferences and seminars and course mentoring. 4) Develop additional QCI training courses to support our staff. 	<p style="text-align: center;">What success will look like</p> <p>The organisation is operating efficiently in order to meet the needs of its service users, and we trust staff to carry out their roles in a consistent and professional manner.</p> <p>Staff will be afforded the opportunities to develop full and rewarding careers through acquiring a range of training, skills and experience to assist them in their career development.</p>

14. Establish a mechanism for families to meaningfully engage with KARE.

Rationale

We believe that families play an important role in the lives of the people we support, and that involving them and listening to their views is fundamental to how we all can support somebody to live their best life. We want to engage with families on a continuous basis and maintain an open and honest style of communication with them, while respecting the rights of the people we support.

I believe a persons circle of support outside KARE has a great impact on the quality of life for our service users and it is important that primary carers are acknowledged and supported.

Establish a mechanism for families to meaningfully engage with KARE	
<p style="text-align: center;">Key Steps</p> <p>1) Consult with family members to understand how they would like to engage with us in relation to development of supports, key decision making for the organisation and national policy advocacy.</p> <p>2) Develop a mechanism to support this engagement, and review on an ongoing basis, and make any relevant changes to the process.</p>	<p style="text-align: center;">What success will look like</p> <p>KARE will have consulted with family members to understand how they would like to engage with us in relation to development of supports, key decision making for the organisation and national policy advocacy.</p> <p>As a result of this consultation, KARE will have a mechanism for engagement with families in an open and honest way, and in a way that's meaningful to them. KARE will ensure that the voices of the family are heard..</p>



NEXT STEPS

This plan gives an overall direction for the organisation for the next 5 years. It sets out what strategic priorities the organisation will focus on and the goals to support the achievement of each of those priorities.

The operational plan which will set out exactly how each of these goals will be achieved, how we will measure our progress and the timeframes we are setting for ourselves is now being developed to support this strategic plan. When this is completed it will be available on the KARE website for everybody to see.

We will establish a number of project teams to work on the detail behind each of our goals. This will form the basis of the operational plan.

How we progress with our achievements for each goal in the strategic plan will be documented in our annual report, with a formal review taking place mid-way through the lifespan of this plan.

KARE acknowledges that we work together in an ever-changing landscape to achieve our mission and vision. As a result, and to ensure we maintain our flexibility to adapt to these changes, the strategic goals will be monitored throughout the plan to ensure they remain reflective of the needs of the organisation. Any changes and rationale will be documented throughout the lifecycle of the plan.

We will endeavour to also capture any unplanned for outcomes and impacts which may be linked to strategic goals.

Our Governance Structures

The Board

The Board of Directors has overall responsibility for the strategic direction and governance of KARE. The CEO attends Board meetings and acts as a link to the strategic and operational management of the organisation.

KARE's Board of Directors have commenced the journey to full compliance with the Charities Regulator Governance code. The board operates in line with its legislative requirements.

Finance Audit Committee

The Finance Audit Committee is a subcommittee of the Board of Directors. The committee comprises of the Chairperson and Treasurer of the Board and other co-opted members. The CEO, Finance & ICT Manager and Facilities Manager of KARE attend the meetings in an ex-officio capacity. They meet on a quarterly basis.

Risk Quality and Safety Committee

The Risk Quality & Safety Committee was established in September 2018 and is a sub-committee of the Board of Directors. The committee comprises of two Board members. The CEO and the Quality Manager of KARE attend the meetings in an ex-officio capacity. They meet on a quarterly basis.

Remuneration and Nomination Committee

The Remuneration & Nomination Committee was established in November 2018 and is a subcommittee of the Board of Directors. The committee comprises of two Board members. The CEO and the HR Manager of KARE attend the meetings in an ex-officio capacity. They meet twice yearly.

School Boards of Management

KARE, in its role as patron of St. Mark's School and St. Anne's school nominates two delegates to the Board of Management of each school. New Boards of Management were established in December 2019, these run for a four-year period.



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



Tel: +353 (0) 45 448700



E mail: kare@kare.ie



Website: www.kare.ie



Facebook: www.facebook.com/karepage



@KARE_IRL

Legal Status:	Company Limited by Guarantee & Registered Charity.
Revenue Commissioners CHY Number	5907
Charities Regulator Number	20009700
Registered Company Number:	48017
Tax Clearance Number :	168541
Tax Registration Number:	0065076B

