

Kare

Strategic Plan

2026-2030



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OUR VISION

**Connected
communities
where
everyone
belongs**



**Read more about
our vision, mission
and values on
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Kare has been supporting people with intellectual disabilities for almost 60 years.

We were founded by families who believed that every person has the right to live and be supported in their own community.

That belief remains at the heart of everything we do today. We work with each individual and the families and support networks around them, so they can live as equal and respected members of society.

We aim to support each person to live a connected life, shaped by the people, places, interests and opportunities that matter most to them. When each person is supported in this way, connected communities can grow and thrive.

My Connected Life



Support shaped around each person, their choices, and the life they want to live.

MESSAGE FROM THE CHAIRPERSON OF VOICE FOR KARE

Voice for Kare is very proud that our conference held in November 2025 has helped shape this strategic plan.

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

The conference focused on what matters most to us. We talked about:

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

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

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

The conversations and workshops at the conference have helped to create this strategic plan.

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

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

David Leigh

Chairperson of Voice for Kare



MESSAGE FROM THE CHAIRPERSON OF KARE'S BOARD OF DIRECTORS

Kare was founded by families who believed their children deserved better – better opportunities, better supports and a true sense of belonging in their communities.

That founding belief is why I am proud to be Chairperson of this Board of Directors. It is as relevant today as it was then, and it is the thread that runs through everything in this strategic plan.

The Board of Directors plays an important and direct role in ensuring Kare is well governed, financially sustainable and true to its mission. As the organisation grows in scale and complexity, that responsibility only deepens. We are conscious of the trust placed in us by the people we support, their families, our staff and funders, and we do not take it lightly.

Attending the Beyond Barriers conference in November 2025 was a reminder, if one were needed, of why this organisation exists. To be in a room with over 100 people with intellectual disabilities sharing their experiences, their ambitions and their needs was both humbling and

energising. It was essential that their voices helped to shape this plan, and the Board is committed to ensuring they continue to be heard at the highest level of the organisation.

On behalf of the Board, I want to thank everyone who contributed to this plan and everyone who will play a part in delivering it. I look forward to seeing it come to life over the next five years.

Matthew Behan

Chairperson of Kare's Board of Directors



Each person has their own story, their own needs and their own vision of what makes a good life.

It is my privilege to lead Kare into its next chapter with our new strategic plan. When I joined Kare as CEO in October 2025, I already knew it well and had seen first-hand the quality of its work and the difference it makes. But it is only since joining that I have gotten to know the heart of Kare – the people we support. Each has their own story, their own needs and their own vision of what makes a good life. This plan is for them.

The landscape in which we operate is ever evolving. Awareness and understanding of intellectual disability continue to grow, but significant work remains to ensure everyone is fully included and valued in Irish society. Community-based support, which has always been at the heart of what Kare does, is now firmly established in national policy and practice with a clear shift away from congregated support settings.

Growing demand for our services reflects both the increasing complexity of need and a society that is beginning to recognise, more fully, the rights and potential of every person. Ireland's ratification of the United Nations Convention on the Rights of Persons with Disabilities sets

a clear framework for that, which we are proud to align with. The National Human Rights Strategy for Disabled People 2025–2030 further underpins this plan. Its five pillars – inclusive learning, employment, independent living, wellbeing and health, and transport and mobility – closely reflect the way we already work, reinforcing that we are on the right path.

This strategic plan is the result of an extensive process of reflection, consultation and a shared determination to do the right things, better, for the people we support. Building on the achievements and learnings of the 2021–2025 strategy, and shaped by the voices of the people we support through Voice for Kare, it sets out where we are going and how we will get there.

The plan is built around six strategic objectives: one central commitment to the people we support, followed by

five organisational commitments that describe how we will deliver it. A detailed implementation plan has been developed alongside this document, with key performance indicators and regular progress reporting to ensure we deliver on our commitments.

I look forward to seeing all that we can achieve together. The foundations are strong, the direction is clear, and the people – those we support and those who support them – are the driving force.

Margaret O'Neill
CEO of Kare



OUR VISION

As we begin a new chapter for Kare, we have refreshed our vision and mission to ensure they best capture our ambition.

**Connected
communities
where
everyone
belongs**

OUR MISSION

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

OUR VALUES

Person Centered

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

Quality

We deliver high-quality, person-centred, flexible services that meet the needs and preferences of people with disabilities and their families.

Respect

We treat everyone with dignity, compassion, and fairness.

Rights

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

Collaboration

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

WHERE WE ARE NOW

We begin this strategic plan having completed our previous five-year plan in 2025.

Our new plan has six clear objectives, each supported by a set of specific priorities and a phased implementation to make sure they are planned and delivered effectively.

Together, these objectives describe both what we are working toward and how we will get there.

OUR STRATEGIC OBJECTIVES

1.



Setting the standard for person-centred, high-quality services that enable people to live a life filled with choice and potential.

2.



Speaking up with the people we support and using evidence to drive change.

3.



Ensuring our organisation is well-governed, accountable and fit for the future.

4.



Creating a workplace where people feel valued, inspired and proud to work.

5.



Using technology and innovation to work smarter and deliver better outcomes.

6.



Developing our financial resilience, sustainability and partnerships to support long-term growth.

Objective 1

Setting the standard for person-centred, high-quality services that enable people to live a life filled with choice and potential.

We will continuously improve and innovate to ensure our services meet and anticipate the needs of every individual we support and reflect the highest standards of person-centred care throughout their lives.

- 1.** Review our current services to ensure they reflect the needs of the people we support and their families, now and in the future
- 2.** Develop integrated pathways and processes that improve the quality, consistency and efficiency of our services
- 3.** Develop and strengthen connections with families, communities and partners to promote genuine inclusion and belonging
- 4.** Encourage and enable innovation in our services, so that new ideas lead to better outcomes for the people we support

WHAT THIS MEANS FOR THE PEOPLE WE SUPPORT

We will make sure the support you get from Kare is right for you and helps you to do the things you want to do.

WHAT WILL SUCCESS LOOK LIKE?

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

**Julie Kirwin
Baltinglass Local Service**



Objective 2

Speaking up with the people we support and using evidence to drive change.

We will amplify the voices of the people we support, alongside research and partnership, to influence policy and practice, locally and nationally.

- 1.** Work with service users through Voice for Kare to develop a shared and impactful advocacy approach
- 2.** Use our voice purposefully to influence policy, build awareness and champion the rights of the people we support
- 3.** Develop evidence and research that demonstrates the impact of our work and contributes to best practice in the sector

WHAT THIS MEANS FOR THE PEOPLE WE SUPPORT

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



WHAT WILL SUCCESS LOOK LIKE?

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

**Lisa McNabb,
Outreach**

Objective 3

Ensuring our organisation is well-governed, accountable and fit for the future.

We will ensure our structures, governance and leadership are strong, transparent and capable of delivering on our mission, now and into the future.

- 1.** Ensure our corporate and clinical governance is strong, ethical and fit for purpose
- 2.** Structure our organisational and management processes to support the most effective delivery of services
- 3.** Invest in leadership and management, so we have the skills and capacity to lead effectively
- 4.** Build a culture and accountability framework that supports continuous improvement and sustainable organisational growth

WHAT THIS MEANS FOR THE PEOPLE WE SUPPORT

We will make sure Kare makes good decisions, is well managed and that everyone is doing a good job.

WHAT WILL SUCCESS LOOK LIKE?

I've seen things improve over time because Kare keeps learning and making changes.

**David Leigh,
Baltinglass Local Service**



Objective 4

Being an organisation where people feel valued, inspired and proud to work.

We will invest in attracting, developing and retaining talented people who share our values and commitment to the people we support.

- 1.** Recognise, nurture and develop the talents and strengths of our staff by enabling continuous learning and progression
- 2.** Attract talented new staff who share our values as we expand our services to meet increasing need
- 3.** Invest in our staff's wellbeing by proactively supporting their mental, physical and social health
- 4.** Listen to and engage our workforce to ensure every voice is heard and valued

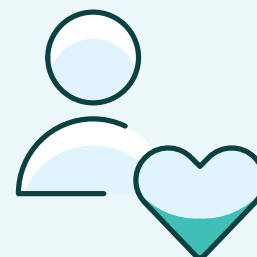
WHAT THIS MEANS FOR THE PEOPLE WE SUPPORT

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

WHAT WILL SUCCESS LOOK LIKE?

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

**Margaret McGarvey,
Mountainview**



Objective 5

Using technology and innovation to work smarter and deliver better outcomes.

We will develop the technology and digital capability our organisation needs to improve outcomes for the people we support.

1. Build and maintain a technology infrastructure that is secure, reliable and fit for our current and future needs
2. Equip our staff with the digital skills, tools and confidence to embrace technology in their work
3. Ensure clear and robust governance of our technology, data, cybersecurity and artificial intelligence
4. Harness innovation and technology to continuously improve the experiences and outcomes of the people we support

WHAT THIS MEANS FOR THE PEOPLE WE SUPPORT

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

WHAT WILL SUCCESS LOOK LIKE?

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

Kenny Delahunt,
Outreach



Objective 6

Developing our financial resilience, sustainability and partnerships to support long-term growth.

We will build a resilient and sustainable organisation that is financially strong, environmentally responsible and well-positioned to develop our services for the years ahead.

1. Explore and develop new public funding opportunities to support the growth and expansion of our services
2. Review and strategically grow our fundraising income across grants, trusts, foundations and other potential sources
3. Build meaningful partnerships that strengthen our ability to deliver on our mission and grow our reach
4. Integrate climate action and sustainable practices into how we operate and plan for the future

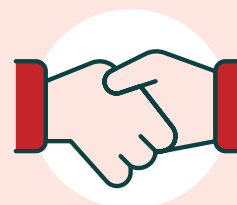
WHAT THIS MEANS FOR THE PEOPLE WE SUPPORT

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

WHAT WILL SUCCESS LOOK LIKE?

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

Seamus Doyle,
Blessington Local Service



The priorities in this plan are informed by the experiences, perspectives and aspirations of the people we support, their families and our staff.

A key part of developing this plan was hearing from the right people.

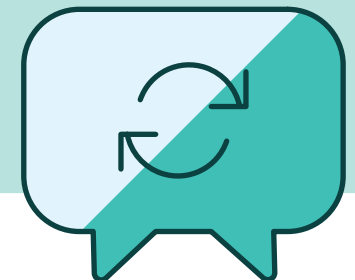
We started with the Beyond Barriers service user conference in November 2025, where the people we support came together to share what matters most in their lives. Their voices and experiences were the starting point for this plan and are reflected throughout it.

We consulted with our staff through an organisation-wide survey and multiple workshops, to ensure their first-hand experience and perspectives informed the plan.

Families shared their views through surveys and feedback sessions. This input helped us to validate the direction of the plan and focus on the areas that matter most.

The plan was developed by our Senior Management Team through a series of workshops, with the engagement and oversight of our Board of Directors throughout.

We also consulted with external stakeholders and are committed to ongoing external engagement as part of our advocacy work.



What we heard from the people we support

and how we will address their input in our plan through our strategic objectives.

Work, education and relationships matter.

Linked to objective:



Our voices should be heard, and rights respected.

Linked to objective:



Technology and accessible information help us live more independently.

Linked to objective:



The people who support us make a big difference

Linked to objective:



Feeling included in our community matters most of all.

Linked to objectives:



Objective 1



Objective 2



Objective 3



Objective 4



Objective 5



Objective 6



What we heard from their families

Respite capacity and reliability need to improve, with more options for those of us who need them most.

Linked to objectives:



Long-term housing and future planning are significant concerns, particularly for those of us thinking about what comes next for our loved ones.

Linked to objective:



Meaningful activities and real community inclusion and belonging remain a priority.

Linked to objectives:



Transport and access continue to be barriers to full participation in services and community life.

Linked to objective:



Communication and transparency matter - we want to be kept informed, involved and listened to.

Linked to objectives:



Staffing shortages and retention affect the consistency and quality of supports. We want to know the people supporting our loved ones are well supported themselves.

Linked to objectives:



What we heard from our staff

Person-centred care and strong relationships with families and communities are at the heart of what makes Kare what it is, and must remain so as we grow.

Linked to objective:



Investment in staff wellbeing, training and career development is essential, and we want to feel supported, heard and involved in decisions that affect us.

Linked to objective:



Technology and stronger partnerships can help us work more effectively and extend our reach.

Linked to objectives:



Demand for services is growing and becoming more complex, and our capacity, structures and clinical supports need to keep pace.

Linked to objectives:



As Kare grows, maintaining a strong culture, clear communication, and collaborative ways of working is more important than ever.

Linked to objectives:



WHAT COMES NEXT

A detailed implementation plan sits alongside this strategic plan, setting out clear actions, timelines and targets for each objective. Our commitment to strong governance, accountability and continuous improvement, is what will ensure we deliver on every one of them.

We will report on progress regularly to our Board and subcommittees, Voice for Kare, the HSE and our other funders, and to our wider partners and stakeholders. We will communicate with the people we support, their families and our staff throughout to keep everyone informed, involved and listened to.

The road ahead will have challenges, but we face them with confidence. We are building on decades of experience, with a talented and committed team and belief in the rights and potential of every person we support.

The families who founded Kare in 1967 believed that every person deserved a full and valued place in their community. That belief is as strong today as it ever was, and we are committed to making it a reality.

Our vision is for 'connected communities where everyone belongs'. This plan is our next step towards that vision, and we look forward to the journey.

The end of this plan marks the beginning of the work.

Objective 1



Objective 2



Objective 3



Objective 4



Objective 5



Objective 6



**Kare Strategic Plan
2026-2030**

Kare, Promoting Inclusion for People
with Intellectual Disabilities
Athgarvan Road, Newbridge
Co. Kildare, W12 Y497

kare@kare.ie