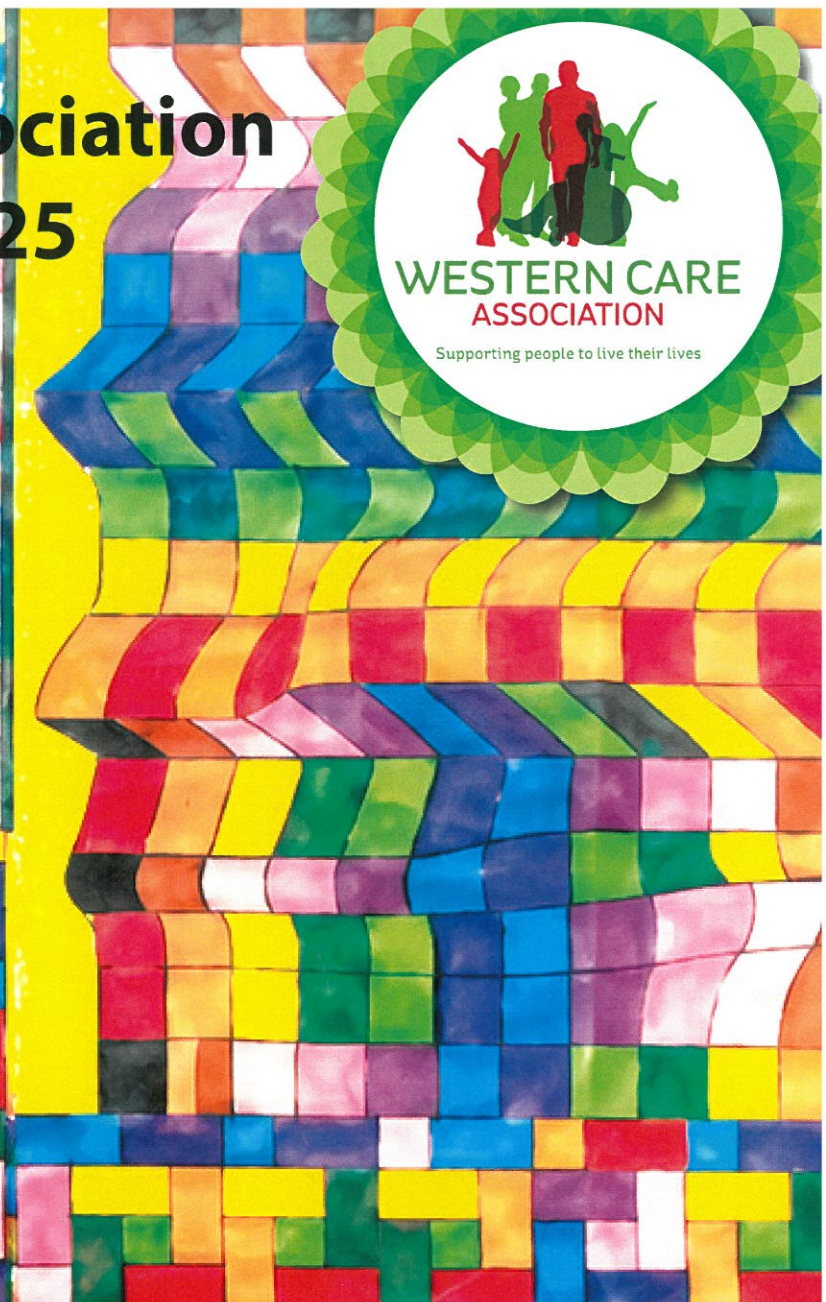
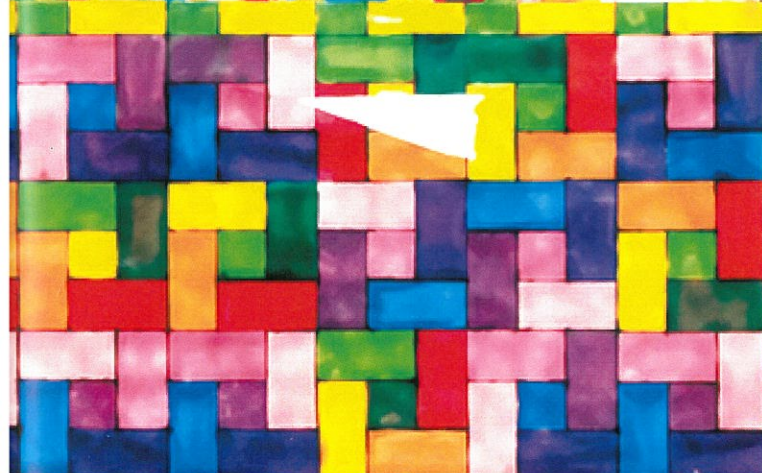


Western Care Association Annual Report 2025



Supporting people
to live their lives

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Mission, Vision & Values

Mission Statement

Western Care Association exists to empower people with a wide range of learning and associated disabilities in Mayo to live full and satisfied lives as equal citizens. We achieve this through the provision of a comprehensive range of innovative services and supports.

We are a voluntary organisation, made up of parents/family members, service users, staff, supporters and volunteers, and, in keeping with our pioneering traditions, we believe in:

- *Supporting service users in making choices*
- *Community based services*
- *Partnership with families and service users*
- *The essential value of the voluntary organisation*
- *The vital input of volunteers and friends*
- *The unique contribution of all our staff*
- *Partnership, unity of purpose and mutual respect in the achievement of our aims*
- *The principal of accountability*
- *Service through partnership and co-ordination with local and national organisations*
- *The pursuit of equality of access and full service for all*
- *Continually learning to improve the quality of the way we do things*

Vison *To enable the people we support to live full, rewarding and happy lives.*

Values

- *Fairness*
- *Integrity*
- *Transparency*
- *Honesty*
- *Inclusiveness*
- *Respectfulness*



Chairperson's Report

It is a privilege to introduce the 2025 Annual Report on behalf of the Board.

I sincerely thank my fellow directors for their time, insight and commitment throughout the year. My thanks also go to our members, staff, the people we support, their families, volunteers, donors and community partners. Western Care is built on dignity, inclusion and respect. The professionalism of our staff and the trust of families remain at the heart of all we do.

We also remember those in our community who experienced bereavement during the year and extend our deep sympathy to them.

Board and Governance

During the year, I succeeded Iarla Duffy as Chairperson. I thank Iarla for his steady and principled leadership. We are also grateful to Frances Burke and Michael Shannon, who stepped down from the Board in 2025, for their wisdom and years of dedicated service. I am pleased to welcome David Starr and Liam Forde who both bring strong professional expertise and valuable lived family experience to the Board. The Board remains fully committed to strong governance, transparency and accountability.

Highlights in 2025

Pay Parity - Progress was made on long-standing pay parity issues for Section 39 staff, with a 9.25% funding package agreed in March 2025, building on the 8% secured in 2023. While challenges remain, this marks meaningful recognition of our workforce.

Housing - We continued to develop plans to expand supported living options. We were also deeply grateful to receive the gift of a house in Foxford, offering potential accommodation for up to four individuals.

Day Services - Our services continue to evolve in response to individual needs and preferences. In September, we welcomed Minister of State for Disability, Hildegard Naughton, to Chapel House in Castlebar. We also acknowledge the support of Alan Dillon in facilitating engagement at national level.

Transport - €240,000 in CLÁR funding over two years enabled further investment in our fleet. A new fleet management system has improved safety, oversight and cost efficiency across the county.

Oversight and Improvement

During the year, a number of residential services were subject to regulatory findings by the Health Information and Quality Authority. These findings were serious and required decisive action.

The Board has worked constructively with HIQA and supported a comprehensive governance improvement plan, including strengthened reporting, safeguarding and oversight arrangements.

Our responsibility to continuously improve remains unchanged. The safety, dignity and rights of those we support guide every decision we make. Rebuilding and strengthening trust is a clear priority.

Financial Sustainability

We continue to operate in a challenging funding environment. While we maintain a strong working relationship with the Health Service Executive, pressures remain. The Board will continue to advocate for adequate statutory funding while strengthening fundraising and philanthropic engagement to support future sustainability. Looking ahead, our focus remains on Strengthening governance and internal assurance, expanding housing and community living options, enhancing day services and inclusion opportunities, improving communication and transparency, Supporting and retaining our workforce, We are determined to be safer, more responsive and firmly person-centred in all we do.

Appreciation

I extend my sincere thanks to the Senior Management Team, all staff, our outgoing directors, volunteers, families, donors and members for your trust and support.

Western Care exists to empower people with neurodiverse and intellectual disabilities to live full and meaningful lives as equal citizens. We remain committed to earning your confidence through strong governance, quality services and unwavering respect for the dignity of every person we support.

Thank you for your continued support.

Alan McCarron, Chairperson

Head of Operations' Report



As we reflect on 2025, it has been a year of meaningful progress, transformation, and continued commitment to enhancing the lives of the individuals we support. Across all areas of service provision, there has been a strong and deliberate focus on service improvement, quality, and regulatory compliance, ensuring that our supports remain person-centred, safe, and responsive to evolving needs.

Throughout the year, significant work has been undertaken to strengthen governance frameworks and embed a culture of continuous improvement. Our services have engaged proactively with regulatory standards, working to ensure full compliance while also embracing opportunities to enhance quality and outcomes for those who access our supports.

One of the most positive developments in 2025 has been the expansion of our day services, particularly in response to the growing demand from school leavers transitioning into adult services. New day service provisions have been successfully developed in, Castlebar (Mosaic Centre), Claremorris (Mayfield) and Westport (Building Bridges) creating additional capacity and offering meaningful, person-centred opportunities for individuals to engage in their communities.

In total, the organisation has provided day supports to 30 school leavers in 2025. This has been achieved through close and effective collaboration with the HSE Day Service Opportunity Officers, ensuring that individuals are supported to access services that best meet their interests, goals, and assessed needs. This partnership approach continues to be vital in enabling appropriate placements and promoting positive outcomes.

A particular highlight of the year was the official opening of Bridge and Network Bloom Day service in Ballina, officiated by Minister Dara Calleary. This occasion was a significant milestone and a proud moment for the individuals who use the service, their families, our wider organisation and the community. It reflected not only the growth of our services but also our shared commitment to building inclusive communities.

I would like to take this opportunity to sincerely acknowledge the dedication, professionalism, and compassion of our staff teams. Every day, staff across the organisation contribute in meaningful ways to the lives of those we support. Their commitment to upholding dignity, choice, and independence is the foundation of our work.

I also wish to recognise the invaluable contribution of our support and administrative teams, whose work behind the scenes ensures that our services operate effectively, safely, and in line with all required standards. Their role is essential in enabling frontline services to deliver high-quality supports.

My thanks extend to the Board of Directors for their continued leadership, guidance, and unwavering support throughout the year. Their governance and oversight are critical to the organisation's ongoing development and sustainability.

We also greatly value our ongoing partnership with colleagues in the Health Service Executive (HSE). Through this collaboration, we continue to develop services and respond, where possible, to identified needs. While we are not always resourced to meet every demand, we remain committed to advocating for individuals and working collectively to build more responsive and inclusive services for the future.

Finally, I wish to extend my sincere sympathies to all those who experienced loss during the year. We remember with respect those who have passed and offer our deepest condolences to their families, friends, and the staff who supported them.

As we look ahead, we remain committed to strengthening our services, listening to those we support, and continuing to build a future where every individual has the opportunity to live a full and meaningful life.

Anne Chambers
Head of Operations

STRATEGIC PLAN 2022 TO 2026

Objective 1: We will be true to our original purpose and history and promote the values of fairness, honesty, respect, inclusiveness, integrity and transparency.

Actions

1. Remind ourselves daily of our vision and values and live them. Go back to basics and focus on the people we support.
2. Develop ways in which people we support can be heard and listened to.
3. Actively work to improve connections within the Organisation.
4. Develop and implement a plan for improving communication.
5. Actively work to improve connections outside the Organisation.
6. Recognise, acknowledge, and celebrate.
7. Challenge external constraints on organisational autonomy, which can limit our capacity to operate in line with our mission and values and to function as an independent organisation / company.

Objective 2: We will define who we are and what we do, and we will do that well.

Actions

1. Carry out an organisation-wide review of the profile of people that we support and identify the needs of people we support now and into the future.
2. Critically review the existing suite and models of service, including funding, governance and staffing, in line with people's current and changing needs, to deliver sustainable services.
3. Carry out a review of the effectiveness and adequacy of transportation, in supporting service delivery.
4. Develop a plan for the future based on the reviews of the models of service incorporating transport and facilities.
5. Look at best practice and explore innovative models of services.
6. Explore funding opportunities to enable us to adequately fund and develop services.

Objective 3: We will commit to delivering a quality service across all service areas.

Actions

1. Implement an organisation-wide quality framework (incorporating quality, safety, rights and compliance).
2. Consult with people that we support, families and staff as part of this framework.
3. Further develop reporting and communication systems to ensure best practice and openness.
4. Implement a lean and effective documentation / information system

Objective 4: We will ensure that Western Care is a desirable place to work.

Actions:

1. Seek to obtain pay parity with HSE rates of pay for staff.
2. Critically review the suite of Human Resource processes (including recruitment, retention, and staff support).
3. Develop ways in which staff can be heard and listened to.
4. Support staff to access and partake in training and development opportunities.
5. Implement a management development programme across the Organisation.

Governance

It is essential that organisations such as Western Care Association do everything in their power to maintain the trust of the adults and children who use our services, our dedicated staff, families and a multitude of external stakeholders. In order to reassure the public, the Board has agreed to undertake the following:

- To meet the requirements of the Charity Regulator's Code of Governance
- To ensure compliance with the requirements of the HSE Service Agreement and with all governance requirements included in this document
- Compliance with the Charities Institute of Ireland Fundraising Codes of Best Practice
- Comply with Guidelines for Charitable Organisations Fundraising from the Public
- Register on the Register of Lobbying which is maintained by the Standards in Public Office Commission
- File our beneficial ownership on the Central Register which is maintained by the Register of Companies
- Comply with the Approved Housing Bodies Regulatory Authority (AHBRA)

Board of Directors

- Iarla Duffy (Chairperson)
- Alan McCarron (Vice Chairperson)
- Cathy Fleming (Company Secretary)
- Frances Burke (resigned during 2025)
- Hugh Farrell
- Angela Campbell
- Martin Greaney
- Seamus McCormack
- Mark Moore
- Fiona Campbell
- Michael Shannon (resigned during 2025)
- David Starr
- Liam Forde

Sub Committee of the Board of Directors

There are five committees of the Board of Directors. Each Committee has a Terms of Reference. Membership reflects the different experience and skills of Board members. Membership may also include non-board members, but the Chairperson must be a member of the Board of Directors. Committees are advisory by nature and a record is kept of all Committee meetings and decisions. Each Committee is accountable and reports to the Board of Directors.

Finance & Audit: Alan McCarron, Mark Moore	HR, Remuneration & Nominations: Angela Campbell, Fiona Campbell, Clodagh Geraghty (External), Kieran Joyce (External)
Quality, Safety & Risk: Hugh Farrell, Cathy Fleming	Governance & Compliance: Frances Burke, Martin Greaney, Michael Shannon
Property & Facilities: Seamus McCormack, Iarla Duffy, David Starr	



Iarla Duffy



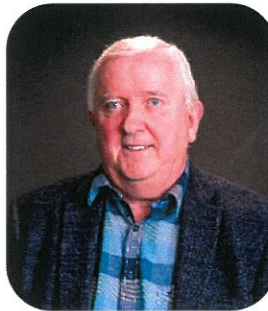
Alan McCarron



Cathy Fleming



Frances Burke



Hugh Farrell



Angela Campbell



Martin Greaney



Seamus McCormack



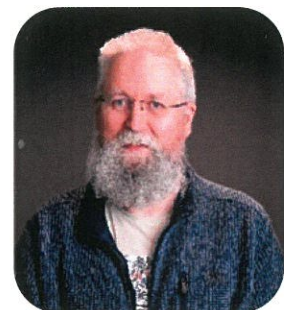
Fiona Campbell



Mark Moore



David Starr



Liam Forde



Michael Shannon

Board Attendance

The Board of Directors met 9 times in 2025 as follows:

Board member	27-Jan	24-Feb	31-Mar	28-Apr	26-May	28-Jul	29-Sept	03-Nov	10-Dec
Iarla Duffy	✓	✓	✓	✓	✓	✓	Resigned		
Alan McCarron	X	X	✓	Temporary Resignment		✓	✓	✓	✓
Cathy Fleming	✓	X	✓	X	✓	X	X	X	X
Frances Burke	✓	✓	✓	✓	✓	Resigned			
Hugh Farrell	✓	X	✓	✓	✓	✓	✓	✓	✓
Angela Campbell	✓	✓	✓	X	✓	✓	✓	X	✓
Martin Greaney	X	✓	✓	✓	✓	X	X	✓	✓
Seamus McCormack	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mark Moore	✓	X	✓	X	✓	✓	X	✓	✓
Fiona Campbell	✓	✓	✓	✓	✓	✓	✓	X	✓
Michael Shannon	✓	✓	✓	X	✓	✓	✓	Resigned	
David Starr	✓	✓	✓	✓	✓	X	✓	✓	✓
Liam Forde	Appointed July 2026					✓	✓	X	X



A selection of photos from participants in Count Me In, Castlebar

Quality, Safety & Service Improvement

School Leavers

In 2025, Western Care supported a significant cohort of school leavers seeking either a Day Service or Rehabilitative Training placement. Additional individuals also sought transfers into Western Care services. 97% of those offered a placement accepted and commenced their service during 2025. Western Care continued its active participation in the HSE School Leaver Fair, ensuring strong representation and up-to-date information for school leavers, their families and professionals. School leavers also had opportunities to visit and sample services to assist them in deciding what service best met their needs. The School Leaver Policy was further updated to reflect revised HSE timelines and internal organisational processes.

Concept 7 EASI Tool Training

The Easi Tool is a self-assessment undertaken by each day service against the interim standards developed by the HSE. It is completed in conjunction with people supported in the service, staff and the manager. Two EASI Tool workshops were delivered in 2025—one sponsored by the HSE and one by Western Care. 48 staff members have now participated across various sessions. Staff capacity to complete the EASI workbook meaningfully continues to grow, strengthening the quality of data and insights gathered. The tool now supports improved data collection across 28 New Directions-designated Day Service sites, representing 353 individuals supported by Western Care. The outcome of the process results in actions for improvement in each day service and is also used to identify organisation quality initiatives.

Day Service Forums & Engagement

Five in-person Day Service Forums were held during 2025. These forums remain a vital platform for sharing organisational, regional, and national updates, peer support, and shared learning. Key topics included Community Inclusion, EASI Tool implementation, and Monitoring. Special acknowledgement is extended to all contributors, particularly Robin Wynn (Count Me In), who delivered an insightful presentation on their role as an Assessor with Lived Experience in the initial roll-out of HSE-led monitoring of day services. This is a new quality assurance process which will be progressed by the HSE in Q4 2026. Service visits and staff engagement sessions were held across the organisation to provide updates on the school leaver process, New Directions, transport, funding, and Day Service data-gathering requirements. These were well received. A word of thanks to all staff teams for facilitating these.

Area Specific Planning & Governance Groups

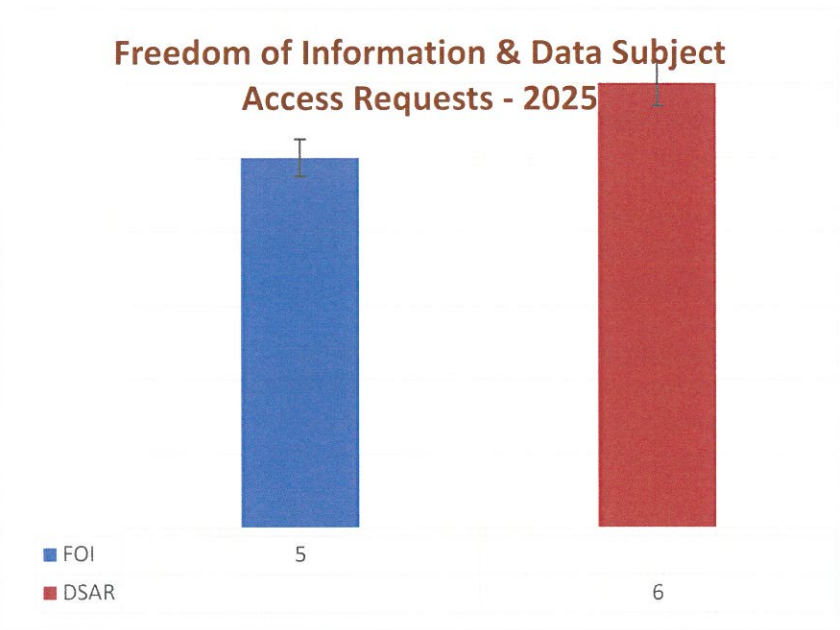
Area-based groups were established across Mayo to examine the current capacity and delivery of New Directions Day Services. Their work focuses on meeting the needs of an ageing population, responding to increasing numbers of school leavers, supporting individuals with more complex needs, strengthening internal service pathways aligned with person-centred planning, and ensuring continued access to community participation and meaningful local engagement.

Records Management and Data Protection

The organisation remains fully committed to compliance with all relevant data protection and transparency legislation, including the Freedom of Information Act 2014, the Data Protection Act 2018, and General Data Protection Regulation. Robust procedures are in place to ensure that all personal and organisational data is handled lawfully, securely, and transparently throughout the organisation. The Data Protection Officer oversees compliance, provides guidance and is the point of contact for regulators and data subjects.

Ongoing archiving and digitisation within the records department have improved accessibility, enhanced security, and freed up physical space across services.

In 2025, the organisation received five Freedom of Information Requests and six Data Subject Access Requests (DSARs), all of which were managed in line with statutory obligations.

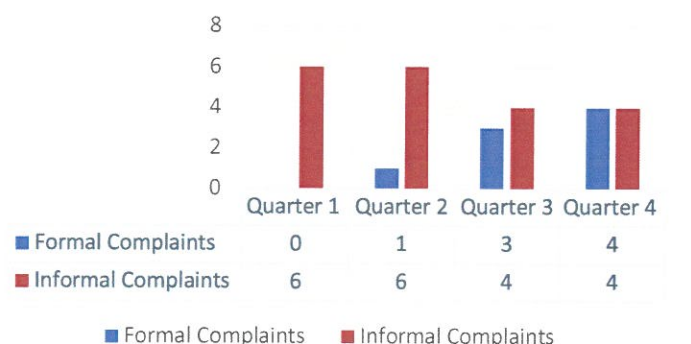


Complaints

Western Care Association is dedicated to delivering high-quality services to the individuals we support and their families. We view complaints as a valuable resource for enhancing our services. Complaints data is reviewed twice a year and analysed by both the Board of Directors and the Executive Management Team. Additionally, as part of our Service Agreement with the HSE, we are required to provide quarterly statistical reports on complaints.

In 2025, the Association received 28 complaints, with 20 being resolved informally and 8 addressed through formal processes. The complaints were categorised into the following areas: Access, Communication and Information, Dignity & Respect, Safe & Effective Care, Improving Health, Transport and Participation.

Complaints Data
January - December 2025



Strengthening Quality Assurance and Risk Management

During the year, Western Care Association made significant progress in enhancing its quality assurance and risk management systems, supporting stronger governance, accountability, and continuous improvement across services.

A key achievement was the development and implementation of a digital risk register framework through the ViClarity platform. This initiative has modernised the risk escalation process for improved oversight of compliance and quality standards and enabled more effective reporting and analysis.

The organisation also advanced the rollout of its new Risk Management Framework, embedding a more structured and proactive approach to risk identification, assessment, and mitigation. Comprehensive training was delivered across all operational areas, resulting in the establishment of local risk registers and increased staff confidence in risk management practices.

The Risk Management Policy was introduced across the organisation, providing a consistent framework for managing risk at individual, service, departmental, and corporate levels. Work continued throughout the year to strengthen the integration of risk registers, ensuring that emerging risks can be identified, escalated, and managed effectively within a clear governance structure.

These developments represent an important step in building a culture of quality, safety, and continuous improvement, enhancing the organisation's ability to deliver high-quality, person-centred services while maintaining robust oversight and risk management arrangements.

Governance Workshops

As part of our commitment to quality, safety, and continuous improvement, Western Care Association now delivers a Governance Workshop for newly recruited Persons in Charge and Assistant Managers on a Quarterly basis. The workshop is designed to strengthen understanding of governance responsibilities, regulatory requirements, and the critical role of leadership in ensuring high-quality, person-centred services.

The module explores the evolution of standards and regulation within the Irish health and social care sector, providing participants with a deeper understanding of the regulatory environment and the importance of effective governance in safeguarding service quality and outcomes. Participants examined the relationship between national standards, regulations, and organisational policies, reinforcing their responsibilities in maintaining compliance and driving continuous improvement.

Assisted Decision Making Act 2015

The organisation continues to provide a training module to staff as part of the effort to increase understanding of the Act and the implementation of this in practice. There was a bespoke module undertaken with families also during the year.

The organisation is represented in the Federation's ADM committee for sharing information and learning at a national level.

Quality Assurance

The QSSI team worked to support Persons in Charge and Area Managers to develop and implement compliance and action plans in follow up to HIQA inspections and the internal inspections which Western Care undertakes as part of its governance of designated centres. The team supported a number of quality and service improvement reviews and initiatives designed to improve service quality.

Health and Safety

QSSI welcomed the appointment in September 2025 of a new Health & Safety Officer. While the initial focus was on visiting services, meeting managers and staff and reviewing the existing status of health and safety in the organisation, they also supported services in developing improvement plans where health and safety issues were identified, as well as in follow up to inspections by the Health and Safety Authority. The Safety Committee was reestablished with staff representatives from across the organisation.

2025 Overview of Regulatory Activity

In 2025, the Health, Information and Quality Authority notified Western Care Association they were undertaking a further programme of targeted inspections, arising from concerns that had been notified to them. These inspections took place in May and June 2025 and were in addition to the programme of inspections that would normally take place over the course of the year.

The targeted inspections identified a number of services where non-compliance required comprehensive compliance plans. In addition, the organisation put in place additional arrangements to ensure the effective oversight and governance of the implementation of these compliance plans. The organisation also agreed an updated Improvement Plan with HIQA which it reported on monthly over the course of 2025. This plan focussed on overarching improvement initiatives towards providing.

At the end of 2025, HIQA indicated there were significant improvements in regulatory compliance and that they would be recommending that the Improvement Programme be completed and that WCA would return to normal regulatory activity. This was finalised early in 2026. As part of our commitment to regulatory knowledge, staff attended HIQA Regulatory Events organised by HIQA.

Table A – 2025 Regulatory Activity (overleaf) provides an overview of regulatory inspections of designated centres and shows the areas of compliance and those where improvement was required.

OVERVIEW OF 2025 HIQA REGULATORY ACTIVITY																		
CAPACITY AND CAPABILITY																		
Inspection Number	Date of Inspection	REG 3 Statement of Purpose	REG 4 Written Policies and Procedures	REGISTRATION REG 5: Application for registration or renewal of registration	Registration Regulation 8 (1)	REG 14 Person in Charge	REG 15 Staffing	REG 16 Training and Staff Development	REG 19 Directory of Residents	REG 21 Records	REG 22 Insurance	REG 23 Governance and Management	REG 24 Admissions and Contract for the Provision of Services	REG 30 Volunteers	REG 31 Notification of Incidents	REG 32 Notification of Periods when Person in Charge is Absent	REG 33 Notifications of Procedures and Arrangements for Periods when Person in Charge is Absent	REG 34 Complaints Procedure
1	27/01/2025					Compliant	Compliant	Compliant				Compliant			Compliant			
2	06/02/2025						Compliant	Not Compliant				Not Compliant			Not Compliant			
3	18/02/2025						Compliant	Compliant	Compliant			Compliant	Compliant		Compliant			
4	25/02/2025	Compliant		Compliant		Compliant	Compliant	Compliant	Compliant		Compliant	Compliant	Compliant					
5	27/02/2025						Not Compliant					Not Compliant			Not Compliant			Substantially Compliant
6	04/03/2025	Compliant	Substantially Compliant				Substantially Compliant	Compliant				Not Compliant						
7	13/03/2025	Compliant		Compliant			Compliant	Compliant	Compliant		Compliant	Compliant		Compliant		Compliant	Compliant	
8	01/04/2025					Compliant	Compliant	Compliant				Substantially Compliant	Compliant		Not Compliant			
9	21/05/2025						Compliant					Not Compliant			Compliant			Substantially Compliant
10	21/05/2025						Compliant					Substantially Compliant			Compliant			Compliant
11	22/05/2025						Compliant					Substantially Compliant			Compliant			Compliant
12	22/05/2025						Compliant					Substantially Compliant			Compliant			Compliant
13	22/05/2025						Compliant					Substantially Compliant			Compliant			Compliant
14	23/05/2025						Compliant					Not Compliant			Compliant			Compliant
15	23/05/2025						Compliant					Substantially Compliant			Compliant			Compliant
16	26/05/2025						Compliant					Compliant			Compliant			Compliant
17	26/05/2025						Not Compliant					Not Compliant			Compliant			Compliant
18	26/05/2025						Compliant					Substantially Compliant			Compliant			Compliant
19	27/05/2025						Compliant					Not Compliant			Not Compliant			Substantially Compliant
20	27/05/2025						Compliant					Substantially Compliant	Not Compliant		Compliant			Compliant
21	16/06/2025							Substantially Compliant				Substantially Compliant			Compliant			
22	24/06/2025						Substantially Compliant					Not Compliant			Compliant			Substantially Compliant
23	26/06/2025		Substantially Compliant				Compliant					Compliant						
24	23/07/2025						Compliant	Substantially Compliant				Compliant						
25	02/10/2025											Compliant						Compliant
26	07/10/2025					Compliant	Compliant	Substantially Compliant	Substantially Compliant			Compliant	Compliant					Compliant
27	04/11/2025											Not Compliant	Compliant					
28	05/11/2025											Not Compliant						Compliant
29	24/11/2025						Substantially Compliant					Substantially Compliant						
30	08/12/2025	Compliant		Compliant		Compliant	Compliant	Compliant			Compliant	Compliant			Compliant			

OVERVIEW OF 2025 HIQA REGULATORY ACTIVITY

QUALITY AND SAFETY

REG 5 Individual Assessment and Personal Plan	REG 6 Healthcare	REG 7 Positive Behaviour Support	REG 8 Protection	REG 9 Residents' Rights	REG 10 Communication	REG 11 Visits	REG 12 Personal Possessions	REG 13 General Welfare and Development	REG 17 Premises	REG 18 Food and Nutrition	REG 20 Information for Residents	REG 25 Temporary Absence, Transition and Discharge of Patients	REG 26 Risk Management Procedures	REG 27 Protection against Infection	REG 28 Fire Precautions	REG 29 Medicines and Pharmaceutical Services
Compliant	Compliant	Substantially Compliant	Compliant						Compliant				Substantially Compliant			
		Not Compliant	Compliant	Not Compliant	Not Compliant				Compliant				Not Compliant			
Compliant	Compliant	Compliant	Compliant	Compliant	Substantially Compliant	Compliant		Compliant	Compliant	Compliant			Compliant			
Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant			Compliant	Compliant	Compliant		Compliant		Compliant	Compliant
		Not Compliant	Not Compliant	Not Compliant					Not Compliant				Not Compliant			
Compliant	Compliant	Not Compliant	Not Compliant	Not Compliant									Not Compliant		Substantially Compliant	
		Compliant					Compliant	Compliant	Compliant		Compliant		Compliant	Compliant	Compliant	Compliant
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		Not Compliant	Not Compliant	Not Compliant					Not Compliant				Not Compliant			
		Compliant	Compliant	Compliant									Compliant		Substantially Compliant	
Compliant	Compliant	Compliant	Compliant	Compliant						Compliant			Substantially Compliant			
Compliant		Substantially Compliant	Substantially Compliant										Compliant			
Compliant	Compliant		Compliant						Substantially Compliant		Compliant		Substantially Compliant			
		Not Compliant						Not Compliant					Not Compliant			
Substantially Compliant		Substantially Compliant	Compliant	Substantially Compliant									Compliant			
		Compliant	Compliant													
Compliant		Compliant	Compliant	Compliant	Compliant	Compliant		Compliant		Compliant	Compliant		Compliant	Compliant		

Service Development & Innovation

Maintenance

Our extremely well skilled maintenance team of 10 staff completed 7 property refurbishments for Residential services, refurbished and supported the opening of 3 new day services as well as significant contributions to HIQA Compliance plans in many of the designed centres in 2025. Additionally, 1370 individual maintenance jobs were completed across Western Care Services by the team. Thank you to the team for their 24-hour support to all services in Co Mayo.



Transport at a Glance 2025

- Approx. 4,000,000 kilometres travelled annually
- Transport services supporting day services, residential services and community appointments across County Mayo
- Fleet expansion and renewal continuing across multiple services



Based on fleet averages, our vehicles travel approximately 4,000,000 kilometres annually, with drivers completing over 91,500 hours of driving each year while delivering transport services throughout County Mayo. These journeys support day services, residential services, community activities, and essential appointments for the people we support

Transport Department Overview

This year has been a very positive one for the Transport Department. Through successfully securing **CLÁR** funding, we were able to secure one accessible vehicle to support services in the Belmullet area, working in partnership with our advocacy group in Belmullet, who highlighted the importance of improved transport access for the people we support in the region. The vehicle will support transport services in the area once it enters service. This investment strengthens our fleet and will help ensure staff can continue to deliver safe and reliable services throughout the community. The Transport Department has also expanded

its fleet this year with the purchase of a new bus to support services in the Castlebar area. This new addition enhances the department's ability to provide reliable and accessible transport while responding to the growing demand for transport services within the region.

Among the new vehicles secured this year are:

- **Citroën Berlingo** – Bridge Day Service, Ballina
- **Opel Combo Life** – Swinford Day Service
- **Citroën Combo** – Chapel Street Service
- **Citroën Berlingo** – Bridge Together Service
- **Opel Combo Life** – Primrose Hill

These vehicles support services across several regions and help ensure safe, reliable, and accessible transport for the people we support. The continued renewal and expansion of the fleet strengthens the Transport Department's ability to respond to growing transport needs across Western Care Association.



Safety and Awareness

Safety has remained a key priority for the department. During the year we ran a successful Hi-Vis Campaign to promote visibility and safety for staff when working on or near roads. As part of this campaign, all transport vehicles are now equipped with a supply of high-visibility vests, and all staff members across Western Care Association have access to hi-vis safety wear. Additional vests are available from the Transport Department, if required. Our message throughout the campaign was simple: **Be Safe, Be Seen.**

The Transport Department also supported Road Safety Week, which took place from 06-12 October 2025. In conjunction with this national initiative, we organised and supported a number of information activities and awareness events at Headquarters to highlight the importance of road safety and to encourage safe practices for all staff and drivers.



Fleet Management Improvements

During mid-2025, the Transport Department began the rollout of a new diesel fuel card system in partnership with Applegreen. This initiative provides improved oversight of fuel usage across the fleet, simplifies fuel purchasing for drivers, and supports better monitoring and management of fuel costs across services.

During the year, the department also progressed the implementation of the Samsara Fleet Management System, with hardware now installed across vehicles in the fleet. We look forward to launching the system fully and introducing the many benefits it will bring, including improved fleet oversight, enhanced safety, better maintenance planning, and increased operational efficiency.

Looking Ahead

The Transport Department remains committed to supporting services through safe, efficient, and person-centred transport; while continuing to invest in fleet development, safety initiatives, and improved operational systems to meet the needs of the people we support across Western Care Association.

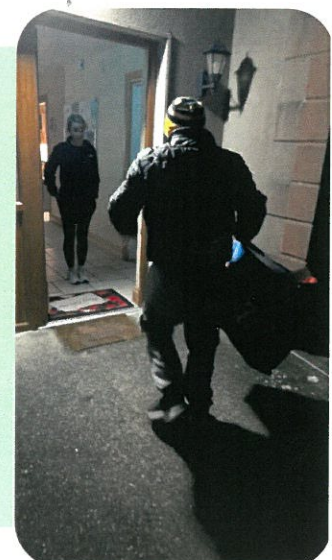
Residential

Philip Haran along with his wonderful support staff organised a fundraiser walk in memory of his mum in September 2025. Philip's family and friends gathered together on this day remembering his mum.



The fundraiser was a huge success raising a total of €830, donated to the Galway Hospice, a charity chosen by Philip and his family. Philip was accompanied by his support workers Cathriona & Majella.

Philip was in his element acting as Santa Claus delivering presents to Cara Respite Children' Services in Ballina, which were donated by his brother Robert and family to Western Care just before Christmas.



Day Services

Building Bridges Hub,
Westport



Maria Mc Kiernan showing
her gorgeous artwork
display in the hub



Euan Heaphy
participating in
a local bucket
collection with NCBI
charity



Sean Loughran
winning the local
credit union art
competition



Christmas Bake sale

COUNT ME IN



Adam Nolan a young person who avails of support from Count Me In became an accredited Leave No Trace trainer after completing his trainer training in August. Adam can deliver awareness courses on the 7 principles of Leave No Trace. From this Adam was invited to represent Leave No Trace in Munich at the European Youth & Sport Platform 2025 conference. During the conference Adam had a stall where he was educating people on how long waste items take to disintegrate and break down. He had a wonderful time and is looking forward to future opportunities. Wishing Adam all the best with his studies at the National University of Ireland Galway.



Count Me In attended the National Lottery Good Causes Awards Ceremony on Saturday 18th October as National Finalists at the Killashee Hotel. It was a great achievement to be a National Finalist, we are all so proud and delighted. Count Me In received €1,500 as National Finalists, thank you very much to the National Lottery.

We were especially proud to see Adam Forkan selected for the 2025 Mayo Artists Show, a bi-annual exhibition presented by the Linenhall and Ballina Arts Centre celebrating the very best of visual artistic talent across the county. Chosen from a large and highly competitive pool of submissions, Adam's inclusion in this prestigious exhibition is a significant achievement. His selection reflects not only his exceptional talent and evident passion for photography, but also the encouragement and support he has received through his involvement in the Count Me In art programme, which has helped him to further develop and showcase his creative abilities. We warmly acknowledge his accomplishment and commend his continued artistic growth.



Beechpark Day Service Ballyhaunis

The ladies in Beechpark are very proud of all the work they did in the garden and Polytunnel in 2025



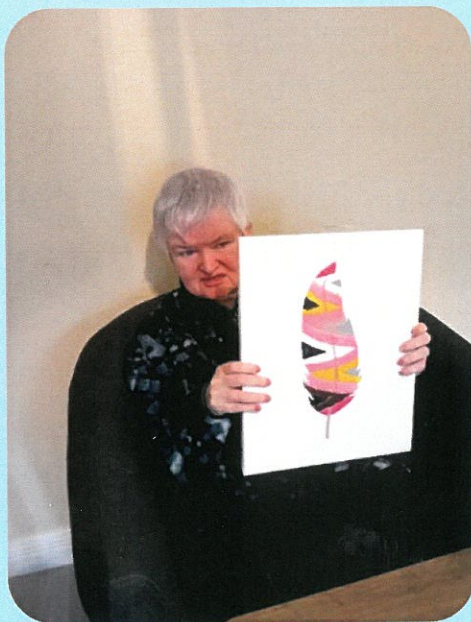
Maura, Rosemary and Linda enjoyed a trip to the Kiltimagh Park Hotel



Linda attended a wreath making class in the Friary at Christmas



The Ballyhaunis Fire department organised a special visit from Santa to deliver presents to Ballyhaunis and Knock Day Services



Mary is very proud of her embroidery art



Mary and Rosemary visited Paddington in Westport

Abbeytown Hub Crossmolina

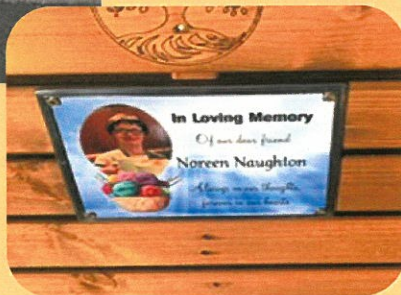
Bridgie Molloy is part of the knitting and crochet group in her local community centre in Crossmolina who made a beautiful blanket that was put on display for Culture Night in the Civic Centre.



Annmari Gilboy, Bridgie Molloy and Christine O'Donnell participated in a bereavement workshop in their centre with social worker Cathy Van Wyk and student social worker Aileen.

This was a personalised workshop for the ladies following the passing of their dear friend Noreen Naughton.

They can be seen sitting on a memory bench that was sourced for their centre in memory of Noreen and they like to maintain the flowers around the bench as this was something that was important to Noreen.



Christine O'Donnell has commenced a new social role of collecting plastic bottles and cans and using the re-turn machine in her local Centra shop in Crossmolina.



Annmari Gilboy and Christine O'Donnell enjoyed a lovely morning attending a film premier held by Mayo Self Advocacy Group of 'IT and Me' in Mayo Movie World in Castlebar.



Annmari Gilboy, Bridgie Molloy and Christine O'Donnell completing their weekly social role of cleaning in St. Tiernan's Church in Crossmolina. The ladies do a great job each week.

Cluainin Day Service Crossmolina

Individuals took part in some fun community visits to the Garda station and fire station as part of the advocacy programme. They explored different areas of the station, including the cells, trying on handcuffs and sitting inside a Garda van. During the visit to the fire station they had the chance to use the fire hose and sit inside the fire truck.



The annual summer BBQ was a great success, with everyone enjoying good food and a relaxed atmosphere. It marked a lovely end to the July summer trips and activities, which included bowling, visits to Graune Pet Farm, foot golf, and more. A visit from the ice cream van was a highlight, with everyone treated to an ice cream on the day.



Rory Killeen enjoying a busy and active schedule, pictured at the driving range in Enniscrone. A big fan of sports, Rory also enjoys basketball and swimming, always embracing opportunities to stay active.



Cluainin developed strong links with local TY classes in the community. In St. Tiernan's College, they took part in a weekly engineering course, working on building electric cars. In Gortnor Abbey, they competed a social dancing module and also rehearsed and performed in the school musical Starstruck.

Individuals participated in a range of 6-week programmes delivered in partnership with the MSLETB. These included a cooking course with Mattie Brennan, where participants developed practical cooking skills and confidence in the kitchen, and music therapy sessions with Katie Togher, which supported self-expression, creativity, and wellbeing.



Teeling Street Hub, Ballina

Ealaín trí mo Shúile' - 'Art Through My Eyes'

Based on the principle of this project, which is 'Art Through My Eyes', It was important to develop concepts and ideas with the participants at Ballina Hub in the first weeks of the programme. The group have gained many art skills throughout the years and they felt like they would like to combine these skills along with new skills such as sculpture and lantern making. This project consisted of a series of workshops that included brainstorming sessions, design skills, sculpture techniques, lantern making, drawing, elements of collage and painting. The exploratory nature of this group's art process is what makes their work unique, creative and gives them identity as an individual and also as a group of artists. It is their ideas coming to life through the medium of art. The group are immersed in the Ballina Community and their passion for art in the community is evident. For this reason, they showcased their work to their families, friends, local community and public at the Christmas Light Festival, which was held at the Jackie Clarke Centre in Ballina in December. A special event took place on the 05 December to exhibit and illuminate their work and recognise their achievements on the week of International Day of Persons with Disabilities.



VTC Hub, Castlebar

We had the pleasure of welcoming the Minister of State for Disability, Hildegard Naughton, to Chapel Street during 2025. It was a fantastic visit, and the people we support did an incredible job showcasing the opportunities available within the service. They spoke confidently about their experiences, the activities they enjoy, and the goals they have achieved. The Minister engaged warmly with everyone and gave wonderful feedback, praising both the individuals and the supportive environment created by the team.

One particularly inspiring story came from one of the gentlemen in Chapel Street, who spoke proudly about completing his Driver Theory Test, progressing to his driving lessons, and now successfully driving independently. It was a lovely example of how personalised supports and determination can help people achieve meaningful life goals.



Across all of our hubs, there has been a real focus on inclusion, personal development, and community participation. Individuals continue to enjoy one-to-one outings, overnight stays, holidays, day trips, and opportunities to explore their own interests and ambitions.



Michael enjoyed a trip to Bunratty

The group in Chapel Street have recently completed their ATU course, something they take tremendous pride in, and we are delighted that this opportunity will continue to be available for others who wish to participate in the future.

The people we support in Chapel Street are also engaging in a variety of work experience opportunities throughout the Castlebar community. These placements have been extremely positive, allowing individuals to develop new skills, build confidence, and become more connected within their local community. Some individuals are now hoping to progress into employment, which would be another fantastic achievement and an incredible milestone. This is something that the Chapel Street team are deeply committed to and are working exceptionally hard to support and develop.

The VTC hubs are also actively involved in supporting local fundraising initiatives. Throughout the year, individuals take part in coffee mornings, bake sales, and a

variety of community fundraising events. They thoroughly enjoy getting out into the local community, meeting people, chatting with local businesses and members of the public, and helping to raise much-needed funds for different charities and worthy causes across the locality. It has become a wonderful opportunity to build confidence, strengthen community connections, and give something back.



The Scouts and staff enjoyed a trip to Galway

Another recent success was a six-week pilot gym programme, organised through the generosity of one of our family members, whose brother facilitated the sessions. The programme proved to be a huge success and resulted in fantastic achievements and improved confidence for the two gentlemen involved.

Creativity also continues to thrive throughout the service. Many of the people we support are actively involved in art programmes, music sessions, and community-based projects, creating beautiful handmade pieces while developing friendships and new skills.

Last summer, we brought all of the hubs together for a Summer Festival-themed celebration, complete with live music, fun, laughter, and a wonderful sense of community spirit. It was a fantastic day enjoyed by everyone, and we are looking forward to hosting more events, with live music bringing everyone together.

As we continue through the year, individuals are working towards personal goals identified through their Circles of Support, embracing new opportunities, building independence, and making lasting memories.



These positive stories truly reflect the wonderful work across the hubs and, most importantly, the incredible achievements of the people we support.

Advocacy

Social Farming

Killian Corr loves his days at Michael Gordons Farm. He has a great relationship with Michael and Killian gets stuck in with feeding the cows and mucking out the shed. He also has great fun on the tractor and the quad when Michael takes him out around the farm.

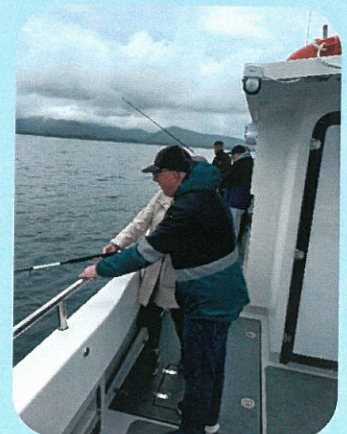
Killian went to the open day at Shore Farm in Ballina. He loves horses and had a very enjoyable day there. He was delighted to hear that he has been granted another 10-week placement at the Gordon's Farm, as going to the farm is very important to Killian and he said it is his favourite day of the week!



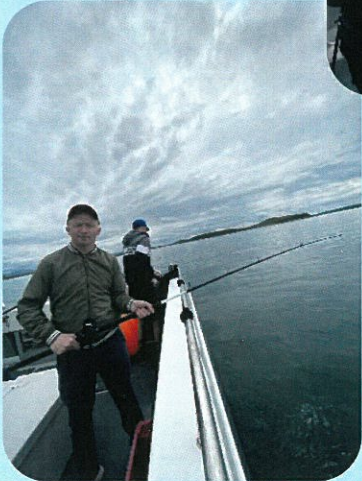
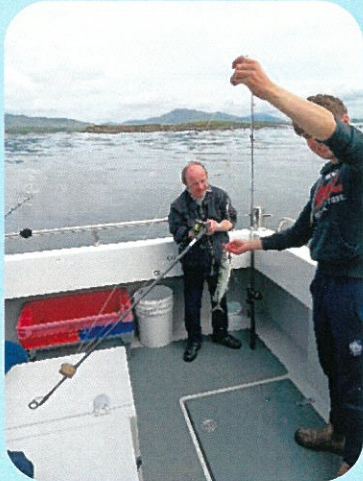
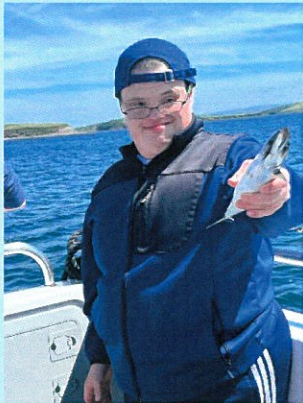
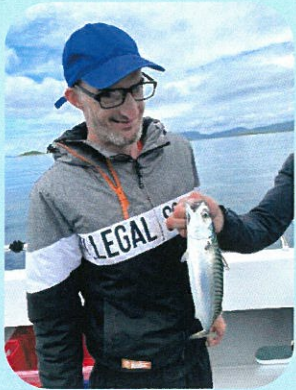
Fishing Trip from Newport Pier with Clewbay Charters

Last year, when we were making plans for outings for the year ahead, Michael Boylan and Michael Sayers said they would really like to go on a boat trip off the coast. It was important that the boat was accessible as this isn't always possible. We were delighted to hear about the new Clewbay Charter boat in Newport as it is fully accessible for everyone and takes people out on Clew bay for fishing trips. The men took a trip up to have a look first and were very impressed with the state-of-the-art boat but also the warm welcome they received from the crew members. Following this we were delighted to receive SICAP funding from South West Mayo Development Company. This was supported from our Community Inclusion office.

On a lovely day in July the men set off on their trip. The crew greeted them like old friends and patiently explained how to cast, reel and bait their hooks, ensuring that they understood each step. There was great celebration when Michael Sayers landed the first catch of the day, followed closely by his friend Michael Boylan. By the time the boat was due to return, they had their buckets full of mackerel! They returned to shore happy men, but it wasn't just about the fish they caught, it was about the unforgettable experience, the kindness of the crew and the unadulterated happiness of a day spent on the water.



Ballyhaunis, Knock and Claremorris Day Services enjoyed a fishing trip on Clew Bay



Mayo Self Advocacy

Mayo Self Advocacy Group's Film Premier "I.T. & Me" at Mayo Movie World on 28th April 2025, launched by Michael Ring



Southwest Mayo Development Company



Western Care Staff & Local Coordinators



Home Support Service

98 individuals were supported by Home Support Services throughout Mayo in 2025, enabling people to continue living independently within their own homes and communities. For many of the people we support, Home Support is the primary and often only formal support service in their lives, providing practical assistance, consistency, advocacy, and connection on a daily basis.

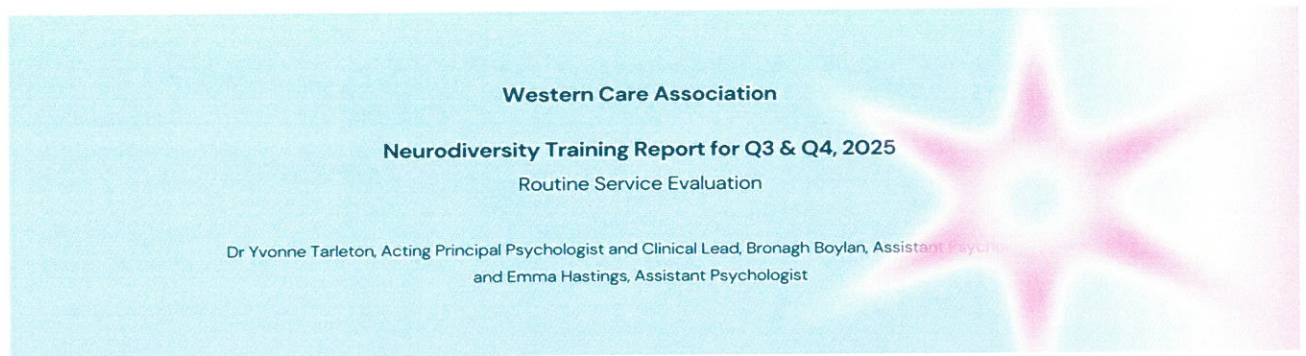
The service supports individuals with household management, health action plans, attending and coordinating medical appointments, to access their community, and responding to changing health and social care needs. Through this support, people are empowered to live longer and more independently within their communities while maintaining important relationships, routines, and quality of life. A key strength of the service is the collaborative approach taken with the person supported, families, community services, GPs, Mental Health Services, medical professionals, and Primary Care Teams to ensure holistic, person-centred supports are in place for each individual.

2025 was also a significant year of growth and development for the service as we focused on strengthening our team to respond to increasing demand across the county. We were delighted to welcome Anne Moore and Christina Gallagher to the management team alongside Amanda Kelly, with Danielle Jennings and Rebecca Corcoran as Assistant Managers. Together with Aoife Gannon as Area Manager, their leadership, experience, and commitment have further strengthened the service as we continue to grow and evolve.

At the centre of the service is a dedicated and compassionate team of Home Support Workers whose commitment, professionalism, and person-centred approach make positive outcomes possible every day. Their ability to build trusting relationships and respond to the changing needs of the people we support is central to the success of the service and the quality of supports provided across the county. Throughout the year, new services and supports were established in response to increasing demand and changing needs. Among the many positive outcomes achieved this year was supporting a person to return to their home and resume living an independent life within their community. We also saw people explore new interests and opportunities, including recording music and developing skills and experiences that enriched their daily lives and personal goals.

Alongside these achievements, the service continued to support people and families through the realities and challenges that life can bring, including changes in health needs, housing challenges, ageing carers, and bereavements. While staffing challenges across the sector remained ongoing, the dedication, compassion, and resilience of our staff ensured that person-centred supports remained at the heart of everything we do.

As we look ahead to 2026 and beyond, our focus remains on continuing to grow and strengthen the service, improving systems and processes, and preparing for HIQA and the positive impact that will have in the sector. We are proud of the progress achieved this year and remain committed to delivering responsive, high-quality supports that enable the people we support to live fulfilling and meaningful lives within their communities.



Introduction

The Psychology Department at Western Care Association began the process of introducing a neuroaffirming approach to how the organisation operates. Neuroaffirmative practice departs from a medicalised and pathologising view of neurodiversity – to one that reframes differences and embraces the diversity of human minds. Neuroaffirming Practice was borne out of the disability rights movement – and a great need for change in how neurodivergent people are perceived, treated and thought of. There are several specific goals: The acceptance of Autism and/or ADHD instead of placing expectation on the person supported to conform; a focus on quality of life; and true understanding of the person rather than compliance. We are proud to bring this cutting edge approach to the way we work in Western Care Association.

To begin, the way in which the training is delivered was altered to bring in neuroaffirming practice, and focus on an experiential, modernised learning approach – one which allows for movement, breaks, audio-visuals and a focus on interaction rather than condensed slides – to best support learning and attention.

The training was piloted in July 2025 and autistic people within our services along with staff members lent their time and expertise to engage in the pilot and give us feedback to incorporate necessary changes in line with their expertise. Since then, we have rolled out this training on a monthly basis, delivering it to over 100 staff members for the second half of 2025. We will continue to evolve the training, but so far, we have had overwhelming success in terms of staffs experiences of the training, and we can't wait to improve things even more.

In 2026, we have moved to a bigger location and included some adjustments to lighting and seating, along with more audio visual content. Future plans include developing more follow up video content and updating the training to include any new developments in the area that are relevant to the people we support.

Methodology

108 staff members (n=108) who completed the training evaluated it using a mixed methods approach: participants completed an online post evaluation survey which consisted of four quantitative questions and three qualitative questions.

Quantitative: Questions 1-4 measured participants' satisfaction levels. Responses were recorded on a four-point Likert scale, ranging from 'Strongly Agree' to 'Strongly Disagree' (Figure 1: Training evaluation responses by question and evaluation level).

Qualitative: Questions 5-7 consisted of open ended questions to gain further insights into staff's satisfaction.

- Q5 - The section of this training that was most valuable is?
Q6 - The training can be improved by?
Q7 - Any additional comments?

Results: Quantitative

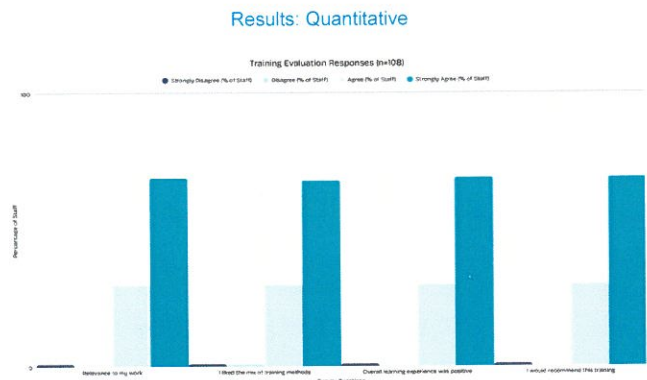


Figure 1. Training evaluation responses by question and

"The training was very thought-provoking and was done in a very accessible way, so as to use practically from the theory taught. A very enjoyable course"

"The trainer took away the anxiety of potential requests to speak up in the group. She made me feel very relaxed and therefore more able to concentrate and learn. Very good delivery of what could have been a very 'heavy' session"

Theme 3

Feedback & Suggestions for the future

Participants suggested to increase the training's depth, accessibility, and engagement. Recommendations included adding more in-depth content and interactive elements, incorporating autistic people with lived experience, improving pacing and scheduling, and offering flexible formats, locations, and materials to better support participation and learning. e.g. allow more air to circulate the room, lighting adjustments, etc. Request for videos to be shared and improve the flow of technology use.

"Handouts would have been useful", "Providing a follow on course to go into more depth"
"The lights in the room were too bright", "Fixing technology issues"

Conclusion

Across all four quantitative questions, an average of 98% of respondents agreed or strongly agreed. Overall, participant feedback on the neurodiversity training was positive, reflecting strong engagement, satisfaction and learning outcomes.

The training effectively increased awareness and understanding of neurodiversity, encouraged neuroaffirming practices and was viewed as relevant and beneficial to participants work. Many found the training engaging while some suggested adding more in-depth topics, technology upgrades and sensory enhancements along with further interaction to improve their experience.

The fact that some participants noticed the harsh lighting and considered the impact of this on their learning indicates an increased awareness about the impact of sensory environments - this is exactly what we are 'striving for!'

For any queries regarding neurodiversity training, contact Dr Yvonne Tarleton ytarleton@westerncare.com

Theme 1

Neurodiversity Awareness and Inclusive Practice

Participants demonstrated increased awareness and understanding of neurodiversity, including diverse experiences (e.g. sensory preferences and PDA). They also highlighted the value of adopting neuroaffirming practices that focus on strengths, adapting to different communication styles, and promoting respectful and inclusive support.

"Allowed me to address and reevaluate my thoughts and feelings around neurodiversity"

"Every part of the training [was] essential [to] people we support"

Positive Engagement & High Satisfaction

Many participants expressed that all parts of the training were valuable and interesting, showing broad appreciation and engagement with all aspects. Participants also expressed strong approval stating that no changes were required.

"Very enjoyable and informative" "All the training was very well explained"

"The most valuable learning was the different levels on which we all learn. The importance of taking a break when training. Confirmation that being neurodiverse can be a very positive thing which we should embrace"

"The most valuable learning was the different levels on which we all learn. The importance of taking a break when training. Confirmation that being neurodiverse can be a very positive thing which we should embrace"

Financial Summary

Financial Results

The audited accounts for the year ended 31st December 2025 report a deficit of €773,462 compared with a deficit of €355,663 to 31st December 2024.

Income for the year increased to €61,541,887 from €57,679,118 which represents an increase of 6.67%. The increase in income is due to funding of additional services, sustainability funding from the HSE in the amount of €3.7m, as well as additional funding to pay Workplace Relations Committee (WRC) pay awards.

Income from the HSE represents 97% of total income.

Staff costs representing 83% of total costs increased by 5.6% year on year. A significant proportion of this increase (3.6% approx.) was due to the WRC pay agreement which provided for increases of 2% in November 2025 and 3.27% paid in August 2025.

Non-pay or overhead costs increased by 20% in 2025 with significant cost increases noted for repairs and maintenance (60% increase), rent and property expenses (14% increase), motor expenses (12% increase) and I.T. and computer costs (47% increase), insurance (11% increase) as well as increase costs attributed to use of agency staff.

The sustainability payment received in 2025 is now a recurring payment which indicates a recognition of the financial challenges faced by the organisation. These challenges are due to increased cost of meeting regulatory requirements, increased demand for services and the cost of meeting the complex changing needs of an increasingly ageing population of People Using Services.



A selection of photos from participants in Count Me In, Castlebar



Extract from the Directors Report and Financial Statements for Year Ended 31st December 2025

Income and Expenditure account for year ended 31st December 2025

	2025 €	2024 €
Income	61,541,887	57,679,118
Expenditure	(62,315,349)	(58,034,781)
Deficit for the financial year	<u>(773,462)</u>	<u>(355,663)</u>

The company's income and expenses all relate to continuing operations

Statement of Comprehensive Income for the year ended 31st December 2025

	2025 €	2024 €
Deficit after taxation	(773,462)	(355,663)
Remeasurement of defined benefit scheme	(287,000)	(152,000)
Assets and liabilities	<u></u>	<u></u>
Total comprehensive loss for the financial year	<u>(1,060,462)</u>	<u>(507,663)</u>

Statement of Financial Position as at 31st December 2025

	2025 €	2024 €
Non-Current Assets		
Property, plant and equipment	16,441,029	16,206,585
Current Assets		
Debtors	1,717,803	2,375,920
Cash and cash equivalents	5,144,981	3,663,195
	<u>6,832,784</u>	<u>6,039,115</u>
Creditors: Amounts falling due within one year	(12,561,261)	(10,759,808)
Net Current Liabilities	<u>(5,728,497)</u>	<u>(4,720,693)</u>
Total Assets less Current Liabilities	10,712,532	11,485,892
Provision for liabilities	(79,008)	(103,143)

	2025 €	2024 €
Capital Grants	(3,350,747)	(3,079,496)
Net Assets	7,282,777	8,303,253
Reserves		
Revaluation reserve	9,569,269	9,569,269
Capital reserves and funds	457,458	417,471
Retained Deficit	(2,743,950)	(1,683,487)
Members Funds	7,282,777	8,303,253

Statement of Changes in Equity as at 31st December 2025

	Retained Deficit	Revaluation reserve	Capital Conversion Reserve	Total
	€	€	€	€
At 1 January 2024	(1,175,825)	9,569,269	363,847	8,757,291
Deficit for the financial year	(355,663)	-	-	(355,663)
Other gains and losses	(152,000)	-	-	(152,000)
Total comprehensive income	(507,663)	-	-	(507,663)
Other movements in members funds	-	-	53,624	53,624
At 31st December 2024	(1,683,488)	9,569,269	417,471	8,303,252
Deficit for the financial year	(773,462)	-	-	(773,462)
Other gains and losses	(287,000)	-	-	(287,000)
Total comprehensive income	(1,060,462)	-	-	(1,060,462)
Other movements in members funds	-	-	39,987	39,987
At 31st December 2025	(2,743,950)	9,569,269	457,458	7,282,777

Approved by the Board on 27 April 2026 and signed on its behalf by:

Alan McCarron
DirectorMark Moore
DirectorThe full Annual Financial Statement is available on the Western Care Association website www.westerncare.com

Fundraising

Fundraising Income 2025

Euro

Corporate, Personal & Community Donation

85,777

Thanks to Breege Duffy, Westport who opened up her beautiful Garden to the public on Sunday 08 June 2025 and raised €1574 for Western Care local services. Thank You to the Duffy family for hosting this event and to everyone who attended on the day and supported Western Care Association.



Annual Four-a-side Darts Tournament

In January 2025, The Park Hotel in Kiltimagh hosted Western Care's most anticipated annual fundraising events, the Mayo Four-A-Side Darts Tournament. In its 14th year, the tournament brought together 128 players from around Mayo and Ireland. The tournament raised over €10,000 for Western Care Association's services in Castlebar and Claremorris.

Leading the event were Martin Heneghan and Joe King, two of the founding members of the original organising committee. Thank you to the organising committee, volunteers, attendees, donors, corporate sponsors, and vendors for your generosity and for making this event a huge success, year after year.



Winners of the 2025 Mayo Four-a-side Darts Tournament: Martin Heneghan, Emer McDonagh, Dillon Kelly and Kenny Cooney



In October 2025, Shane Bennett joined Western Care as Fundraising Manager and spent the remainder of the year becoming familiar with the organisation, our services, and the incredible work being carried out across the county. During these first months, a key focus was the development of a strategic

fundraising plan for 2026, aimed at strengthening supporter engagement, diversifying income streams, and building a strong foundation to support Western Care's fundraising growth and impact.

The strength of community support across Mayo continues to be one of Western Care's greatest assets. The generosity of our donors, fundraisers, volunteers, corporate partners, and local communities plays a crucial role in helping us enhance the lives of the people we support.

On behalf of everyone at Western Care, thank you for your continued support.

As we look towards 2026, our focus will be on delivering the objectives set out in Western Care's new fundraising strategy. Building on the foundations established during 2025, we will continue to strengthen supporter engagement, develop long-term community partnerships, and create new opportunities for individuals and organisations to support our work.

A key priority will be to grow sustainable sources of income and securing reliable funding for projects and initiatives that enhance the lives of the people we support. By broadening and strengthening our fundraising activity, we aim to increase our capacity to respond to emerging needs, invest in new opportunities, and ensure Western Care remains well positioned to support individuals and families across Mayo for years to come.

Human Resources

Throughout the year, the Human Resources Department continued to provide support to employees, managers and services across the Association. The department's work encompasses recruitment, employee onboarding, contract administration, time and attendance management, employee relations support, policy implementation, all of which contributed to the effective delivery of services throughout the Association.

Recruitment activity remained a significant focus during the year, with recruitment managing a total of 285 recruitment campaigns across a range of disciplines and service areas. The team coordinated advertising, candidate screening, interview processes and onboarding arrangements, ensuring vacancies were filled as efficiently as possible while maintaining a positive candidate experience.

The implementation of the Section 39 pay award has been beneficial for the Association. It has strengthened the Association's position as an employer within the sector and has positively impacted staff retention, employee morale and recruitment efforts. While this development has been welcomed across the Association, recruitment continues to present challenges. Competition for all types of roles remains high across the health and social care sector, resulting in ongoing difficulties in filling some positions and maintaining staffing levels in certain service areas.

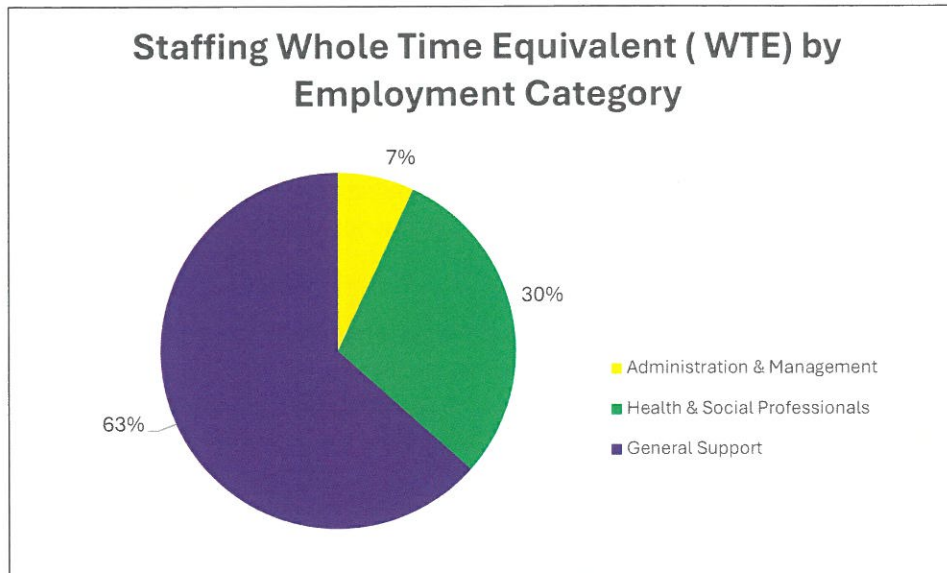
The commitment and professionalism of all members of the Human Resources Department have enabled the organisation to respond to a changing employment environment while continuing to support the delivery of high-quality services. The department remains focused on supporting managers and employees, strengthening recruitment and retention initiatives, and ensuring that effective HR systems and processes continue to meet the needs of the Association.

Community Employment Scheme:

Western Care has been involved with the CE Scheme for the last 31 years. We employ participants that are funded by the Department of Social Protection. Participants work in front lines services, IT and administration roles. The Association has an excellent record of providing further employment opportunities for those participants who commence employment on the CE Scheme.

Staffing

Employment Category	WTE 2025
Administration & Management	55
Health & Social Professionals	233
General Support	499
Overall Total WTE	787



Employment Statistics 2025

Staff Headcount as at 31st December 2025 = 1077

The following salary ranges applies in Western Care Association staff paid over €65,000 p.a:

SALARY RANGE NUMBER OF STAFF

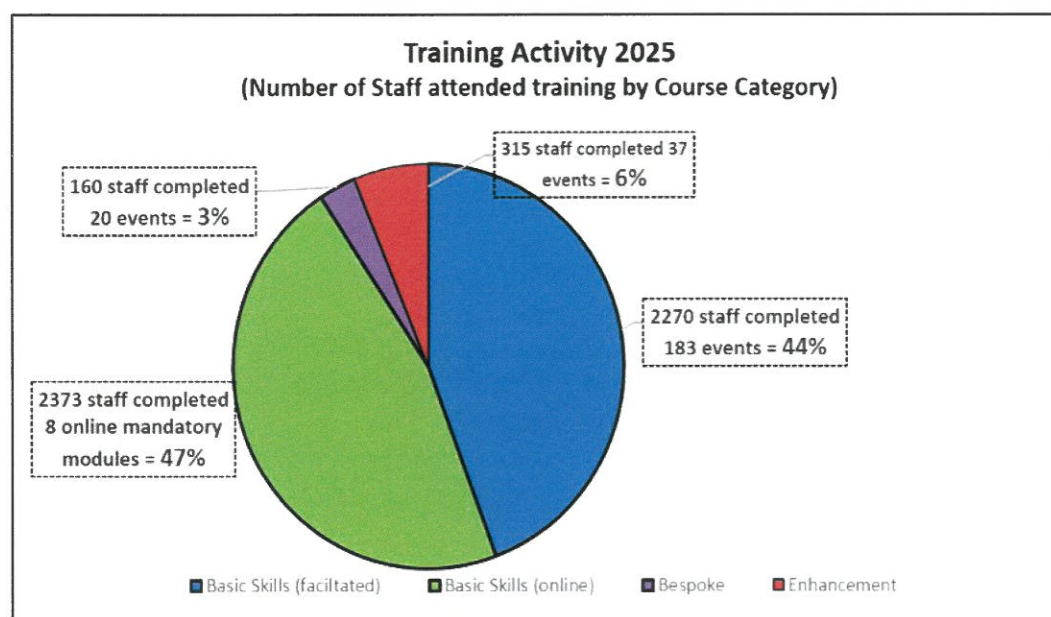
Salary Range	Number of Staff
€114,000- € 133,999	3
€85,000 - €113,999	8
€75,000 - €84,999	4
€65,000 - €74,999	17

Pension Scheme: The Association operates a defined contribution pension scheme which has been approved by the Department of Health. The employer contribution is 7% and each employee contributes 5% of their salary towards their pension. Employees also have access to pay additional voluntary contributions if they so wish within the limits applied.

Death in Service payment: The Association provides a death in service payment in the unfortunate event of a staff member's death. This payment is three times the person's salary along with whatever funds are in their pension.

Training and Development

Staff Training



During 2025, the training function remained focused on providing sufficient training opportunities to meet organisational requirements and support the timely availability of learning for staff across the organisation.

The organisation's continued commitment to fulfilling its regulatory and compliance obligations placed sustained demands on services to maintain mandatory training requirements. These demands were further heightened by ongoing recruitment and staffing challenges which affected service capacity and, in some instances, limited staff availability to attend training within required timeframes.

In response to identified learning needs, training programmes continued to be delivered through a blended learning model, incorporating online learning alongside classroom-based, competency-focused instruction. This approach provided an important degree of flexibility and supported wider access to training opportunities.

However, meeting compliance requirements remained a challenge throughout the year. As a result, there was a significant focus during 2025 on supporting areas where compliance levels remained below a satisfactory standard. The training function worked to respond to these needs by adapting delivery methods and increasing access to training opportunities across a range of locations throughout the county in order to support attendance where this continued to present challenges. Throughout the year, the training function remained focused on supporting services to meet required standards while continuing to respond to operational pressures and organisational need.

Basic Skills Training

A total of 4,643 staff completed 191 events representing 91% of training provision in 2025. When broken down further by training category:

- 2,270 staff (44%) completed 183 events which were facilitated face-to-face
- 2,373 staff (47%) completed online mandatory modules (9% increase in online modules completion since 2024).

Bespoke Training

A total of 160 staff completed 20 events representing 3% training provision in 2025. The main events delivered included:

- Hoist / Handling / Slidesheet
- Managing Behaviours of Concern / Behaviour Support / Trauma
- Medication / First Aid / Abdominal Thrust / Oxygen / Epilepsy / Peg Feeding/Catheter/Suctioning
- FEDS
- Dementia

Enhancement Training

Enhancement-level training refers to learning events that go beyond foundational or compliance-based programmes. These sessions are designed to build more advanced skills, introduce new methodologies, and promote innovative approaches aimed at enhancing the lives and capacities of others.

In 2025, **315 staff members** participated in **37 enhancement-level events**, representing **6% of overall training delivery** within the organisation.

The training function continued to support attendance at key programmes identified as strategic priorities for the organisation. These included the Management Development Programme, Communication Training and Lámh, Dignity at Work; Restrictive Practices and Rights based approaches and Train-the-Trainer programmes for internal training facilitators.

In total 6 staff were supported to complete Train Trainers programmes in various areas in 2025 and those staff will greatly enhance organisational capacity to meet requirements as well as be available locally to offer bespoke solutions as required

These enhancement efforts reflect the organisation's ongoing commitment to continuous professional development, the strengthening of internal capacity, and the improvement of service quality across all levels of the organisation.

Staff Development Programme

Staff pursuing further educational opportunities were invited to apply for organisational support. A budget was allocated to the Training Department for this purpose, and staff were invited to apply via an agreed process of application.

In total 10 staff availed of this support from the organisation in 2025.

Learning Management System - LearnUpon

In 2025, the organisation continued to utilise its Learning Management System, LearnUpon, as part of its ongoing commitment to strengthening staff development and enhancing the delivery and management of training across the organisation.

All staff are now registered on the system and are managing their individual learning profiles through this platform. Staff have been supported to upload certificates from online training events to their individual profiles, ensuring that each profile acts as a central repository for training records and related documentation. All aspects of training attendance are now managed through LearnUpon and staff have continued to adapt to this revised approach to managing their training requirements.

The Training Team has invested significant time in supporting staff to successfully use and navigate the system while also supporting managers to utilise LearnUpon as an oversight tool for monitoring training compliance and staff development within their areas.

LearnUpon has introduced a new level of flexibility and autonomy in how training is delivered and managed.

It supports self-directed learning and empowers staff to take greater responsibility for their own professional development. It also provides managers with essential training information at a glance, reducing the need to request updates or wait for reports to be developed.

The availability of more accurate and accessible training information is expected to further strengthen governance and oversight across the organisation. It will also support more effective planning, monitoring, and decision-making, enabling smarter and more efficient use of time and resources in this area.

Investing in our people remains a central priority for the organisation and the introduction of LearnUpon represents a critical step in ensuring that we continue to build a skilled and competent workforce, equipped with the knowledge and capabilities required to meet the demands of their roles.



In May 2025, Minister Dara Calleary officially opened Bridge Day Service and Network Bloom Day Service in Ballina.

Pictured L-R: Brian Finan (Maintenance), Michelle McGing (Manager Bridge), Minister Dara Calleary TD, John Killeen (Maintenance)

Would you like to become a member of Western Care Association?

By becoming a member of Western Care, you could make a real difference to the lives of people with an intellectual disability and Autism and help us strive for the best possible service for the people we support.

Please contact Tel: (094) 25133 or Email: info@westerncare.com

A Personal Journey – a lifetime of Caring and Commitment

Geraldine Creaby began her working life in 1976, just after finishing school, with a simple intention—to find employment. Through the guidance of a neighbour, she discovered an opportunity at St John’s Service in Ballinamore, Kiltimagh. This introduction marked the beginning of a lifelong career that would not only shape her own life, but also profoundly impact the lives of many others.

At that time, St John’s operated from a convent building under the management of Western Care Association. The service was led by Sister Petrus, alongside her colleagues Sister Anne, Josephine and Maristella. Geraldine fondly recalls the strong leadership and dedication of the sisters, as well as the many lay staff she worked alongside—many of whom became lifelong friends and remain an important part of her life to this day. With fondness and sadness Geraldine remembers those she supported and her co-workers who have passed away, she cherishes the relationships she had with each individual and the impact they had on her life.



When Geraldine joined St John’s, the service supported approximately 45 children. Care was thoughtfully organised around individual needs. For example, children with visual impairments were supported together, ensuring they received specialised attention. The service was largely self-sufficient, with its own fully functioning catering kitchen and laundry, providing for both children and staff.

Geraldine’s role, like that of her colleagues, was deeply rooted in the day-to-day care of the children. The focus was entirely on meeting their needs—physical, emotional, and developmental. She remembers Sister Petrus as a visionary leader who introduced forward-thinking activation programmes for the children at a time when such approaches were not commonplace.

Work patterns were demanding. Geraldine worked a 24/7 roster that included night duty, often completing eight consecutive nights. Manual handling practices were very different then; she recalls supporting children with significant needs without the benefit of modern training or equipment such as hoists.

Despite this, Geraldine’s memories are overwhelmingly positive. She speaks warmly of accompanying children home for Christmas, travelling to places such as Newport, Mulranny, Achill, Belmullet, and Geesala. These journeys were not just logistical—they were deeply human experiences, filled with warmth, hospitality, and enduring connections with families that lasted many years.

A Time of Change and Transition

In 1985, Western Care Association undertook a significant review of services, moving towards a decentralised model that aimed to support children and young people closer to their families and communities. Geraldine witnessed many children transition to new homes in Kilkelly, Claremorris, Westport, Newport, and other locations across the county.



This period marked a major change in Geraldine’s career. She transitioned to Archway; a smaller residential service located across the grounds from St John’s—often referred to as “the big house.” Here, the environment was very different. Two staff supported six young people, reflecting a more homely and personalised setting.



This shift also meant the loss of centralised supports such as catering and laundry, with these responsibilities now becoming part of the daily work of the core-staff team. This was a significant adjustment for both staff and

residents, but also an important step towards more community-based, person-centred care.

Mary Joyce, as Senior Houseparent, led the transition and later oversaw the move of the group into a purpose-built bungalow, further enhancing the quality of life for those supported.

Training, Growth, and Professional Development

Geraldine considers herself fortunate to have been selected in the early 1980's for one of the first formal training courses designed to upskill staff. This 30-week programme, developed in conjunction with AnCO, included placement in Cregg House in Sligo under the supervision of Matt Flynn.

The course covered a wide range of subjects, including nursing care, medication management, psychology and behavioural management. This experience was pivotal in shaping her professional development and deepening her understanding of the role.

At the time, St John's was under the management of Matron Mary Walsh, with Geoff Salisbury serving as CEO.



Community, Celebration, and Connection

One of Geraldine's most cherished memories is of the annual summer "Open Days"—large fundraising events that drew widespread community support. These days were lively and vibrant, featuring performances from well-known figures such as Brush Shiels, Dicky Rock, and Johnny Logan.

The events were made special by the involvement of the entire community. Fr Paddy Gilligan oversaw the ever-popular Wheel of Fortune, while Geraldine herself took great pride in helping cater for the crowds.

The local Western Care branches in Kiltimagh, Charlestown and other Branches were invaluable supporters, organising inclusive day trips for the children. Volunteers, parents and staff all participated; creating lasting memories and strengthening a sense of shared purpose and belonging.

Reflections on a Career

When asked what kept her in Western Care Association for so many years, Geraldine's answer is simple: she was happy. She loved her work and never saw it as a job, but rather as something she was privileged to do. The relationships she built—with colleagues, families and those she supported—enriched her life immeasurably.

Her advice to those beginning their careers in care services today is both practical and deeply compassionate:

"See the person for the person and don't expect anything from others that you wouldn't do yourself."

Geraldine also reflects on how the sector has evolved. She observes that there is now less long-term commitment to roles, with more frequent staff turnover, which can create challenges for continuity of care. She has witnessed major advancements, particularly in technology, acknowledging both its benefits and the ongoing challenge of keeping up with new systems.

She also notes the significant impact of increased regulation, particularly with the introduction of HIQA standards in 2013, which have brought greater accountability and structure to services.

A Lasting Legacy

Looking back, Geraldine believes she has been very fortunate. Her career has been filled with meaningful experiences, lifelong friendships and a deep sense of purpose. Her story is not just one of employment more of a vocation—it is one of dedication, compassion and quiet, enduring impact.



MO

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